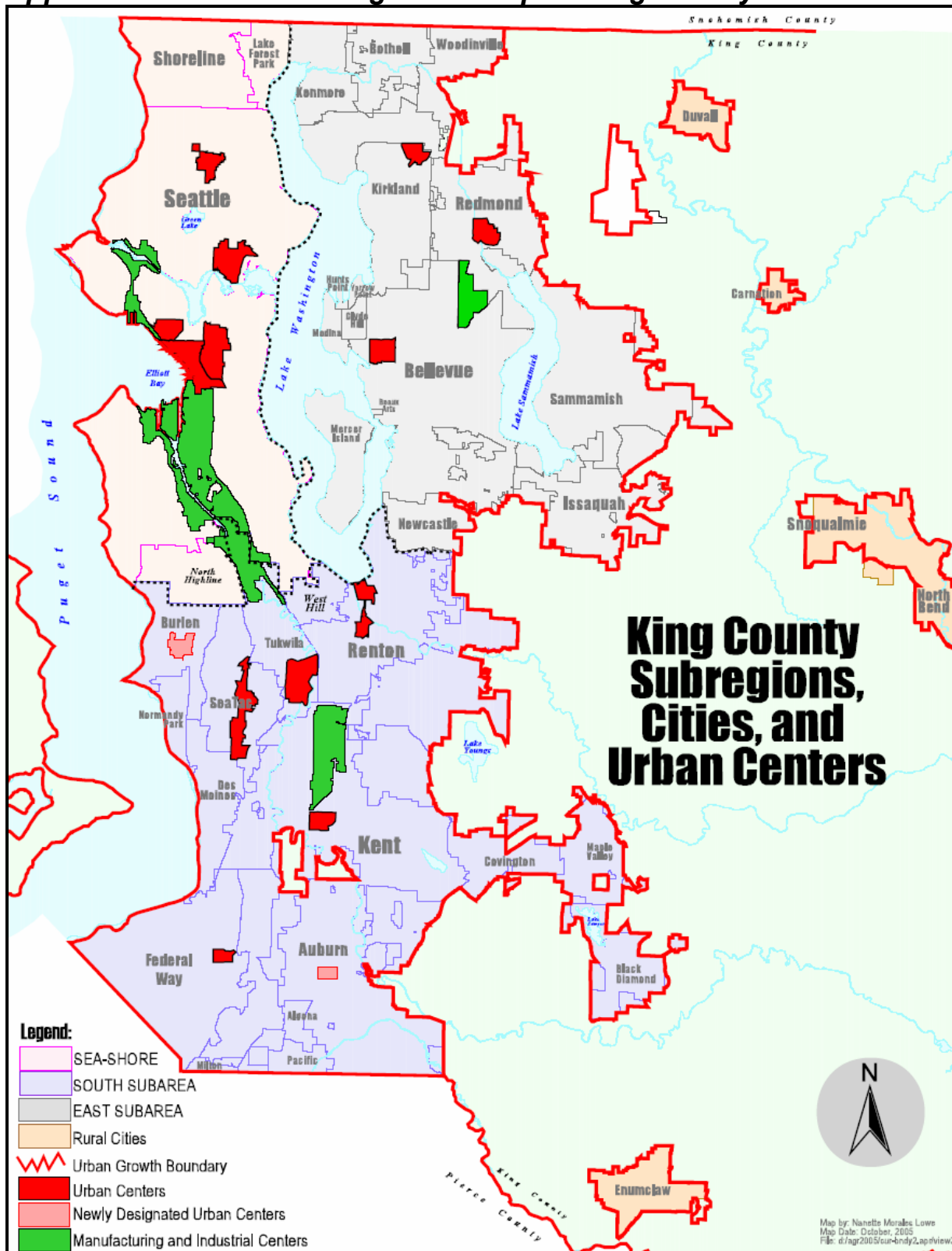
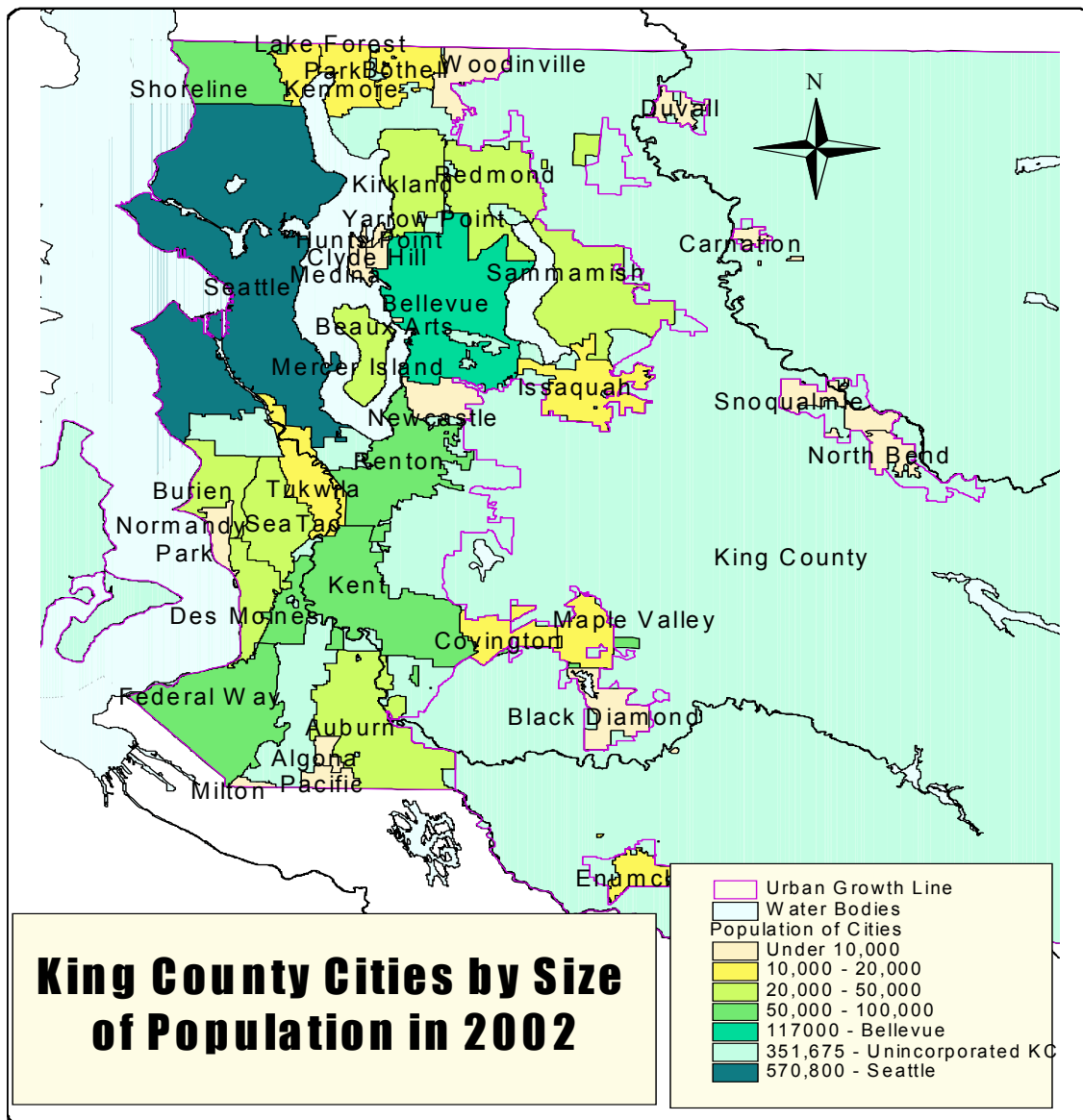


## Appendix A: Growth Management Map of King County



## Appendix B: Map of King County Cities by Population (2002)



## **Appendix C: Urban Center Reports**

Each Urban Center Report contains the following elements:

- **Center Description:** Descriptions for each Urban Center reflect observations during site visits by John Norris and Jeremy Valenta.
- **Major Transportation Features:** Transportation features include major freeways, transit centers, park-and-ride lots, and rail stops. Information comes from King County Metro and Sound Transit websites.
- **Historical Background:** Historical background for each city and/or Urban Center neighborhood comes from the HistoryLink website. It provides a basic historical context for the Urban Center, including dates of incorporation, initial settlement and historical growth.
- **Urban Center Vision:** The vision for each Urban Center is pulled from each city's comprehensive plans. They suggest what stakeholders and planners hope for the future of each Center.
- **Urban Center Assets and Liabilities:** Urban Center assets and liabilities, revealed during interviews with Planning Directors and Economic Development Directors, outline important opportunities for and barriers to further housing development and job growth specific to each Center. It is not intended as a comprehensive listing.
- **Crime:** Seattle crime statistics are from the Seattle Police Department, while statistics for other cities are from the Washington Association of Sheriffs and Police Chiefs, as reported in *Seattle Metropolitan*, April 2006. The statistics cover the period from July 2004 through June 2005. For Seattle neighborhoods, the data corresponds generally to Community Reporting Areas rather than Urban Center boundaries, and serves as an approximation of actual neighborhoods that include the Urban Centers.
- **Education:** Education information comes from the Washington Superintendent of Public Instruction, as reported in *Seattle Metropolitan*, April 2006. WASL scores reflect the percentages of fourth- and seventh-graders in a community's schools meeting state expectations in all three tests: reading, writing and math (from the 2004-2005 school year). For Seattle scores, the data pertain to school boundaries that roughly correspond to Seattle neighborhoods and do not reflect actual Urban Centers.
- **Urban Center Size:** Provided by King County Benchmarks.
- **Urban Center Population:** King County Benchmarks estimated 2004 Urban Center population using 2000 Census tract data.
- **Urban Center Employment:** Provided by King County Benchmarks.
- **Urban Center Housing:** Provided by King County Benchmarks.
- **Pictures:** Photographs are mostly by Jeremy Valenta and John Norris. One photo of the Seattle Space Needle was obtained from the HistoryLink website.
- **Map:** Maps of each Urban Center, provided by King County Benchmarks, include major streets and significant institutions.

## Auburn



### Center Description

The Auburn Urban Center occupies Auburn's central downtown area and the surrounding residential neighborhood, which includes predominantly multi-family housing. The downtown core contains the intersection of two major streets: Main Street and Auburn Way. At the heart of the Urban Center, Main Street is a pedestrian-oriented historic street, made up of retail shopping and commercial businesses. The Auburn Sounder Train Station and Transit Center anchors the west end of the Urban Center along Main Street. Auburn Regional Hospital is adjacent to Main Street, and is the largest single

employer in the Urban Center. Auburn Way, Auburn's section of the East Valley Highway, is the newer auto-oriented commercial district with many fast food restaurants, car dealerships, and gas stations. The Urban Center is adjacent to City Park.

### Major Transportation Features

- The Auburn Urban Center is adjacent to Highway 18 and near Washington State Highway 167
- Auburn Station is served by the Sound Transit Sounder Commuter Train
- Auburn Station Transit Center has 670 parking spaces, and is served by 9 King County Metro bus routes and 3 Sound Transit bus routes



### Historical Background

Date of incorporation: 1891. Auburn saw initial growth as a farming community, given its location in the fertile Green River valley and its connection to markets in Seattle and Tacoma via the Northern Pacific Railroad line through town in 1883. The Seattle-Tacoma Interurban line in 1902 allowed farmers quicker access to both cities. The Boeing Company opened a plant in 1963 to build sheet metal skin for jets, providing manufacturing jobs. In time, most farmland has been converted to industrial use.

### Urban Center Vision

Auburn Downtown is a central gathering place for the community. High quality design is expected of all development including streets, buildings and landscaping. In addition to general services to draw people from outside of the region such as retail and office uses, the Auburn Downtown is also a principal commercial center providing local goods and services to surrounding neighborhoods and to residents and employees within the downtown area.

## Urban Center Assets and Liabilities

### **Assets**

- Historic “Main Street” appeal
- Pedestrian friendly scale

### **Liabilities**

- South County “stigma”
- Small lot size may require land assembly to create developable lots
- Potential community resistance to redevelopment; desire to preserve “small town” feel

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	179
Residential Burglaries	2005	335
Motor Vehicle Thefts	2005	903
Total Crimes (per 1,000 people)	2005	101

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	42
7 <sup>th</sup> Grade WASL scores (avg.)	2005	40
High School Graduation Rate	2005	72

## Urban Center Size Statistics

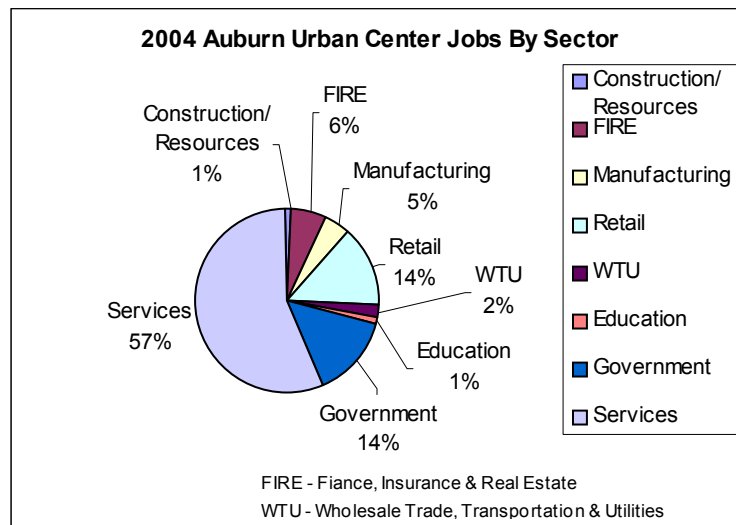
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	233
Urban Center Size (square miles)	2000	.36
Number of Blocks in Urban Center	2000	64
Average Block Size (acres)	2000	2.5
Number of Parcels in Urban Center	2000	686
Average Parcel Size (acres)	2000	.23

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	43,670
Urban Center Population	2004	1,400
Urban Center Population as a Percent of City Total	2004	3.21%
Urban Center Population Change 1990-2004	1990, 2004	N/A
Urban Center Population Percent Change 1990-2004	1990, 2004	N/A
Urban Center Population Density per Square Mile	2004	3,845

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	2,869
Urban Center Total Employment Change 1995-2004	1995, 2004	N/A
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	N/A
Urban Center Total Employment Change 2001-2004	2001, 2004	N/A
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	N/A
Employment Density per Square Mile	2004	7,881

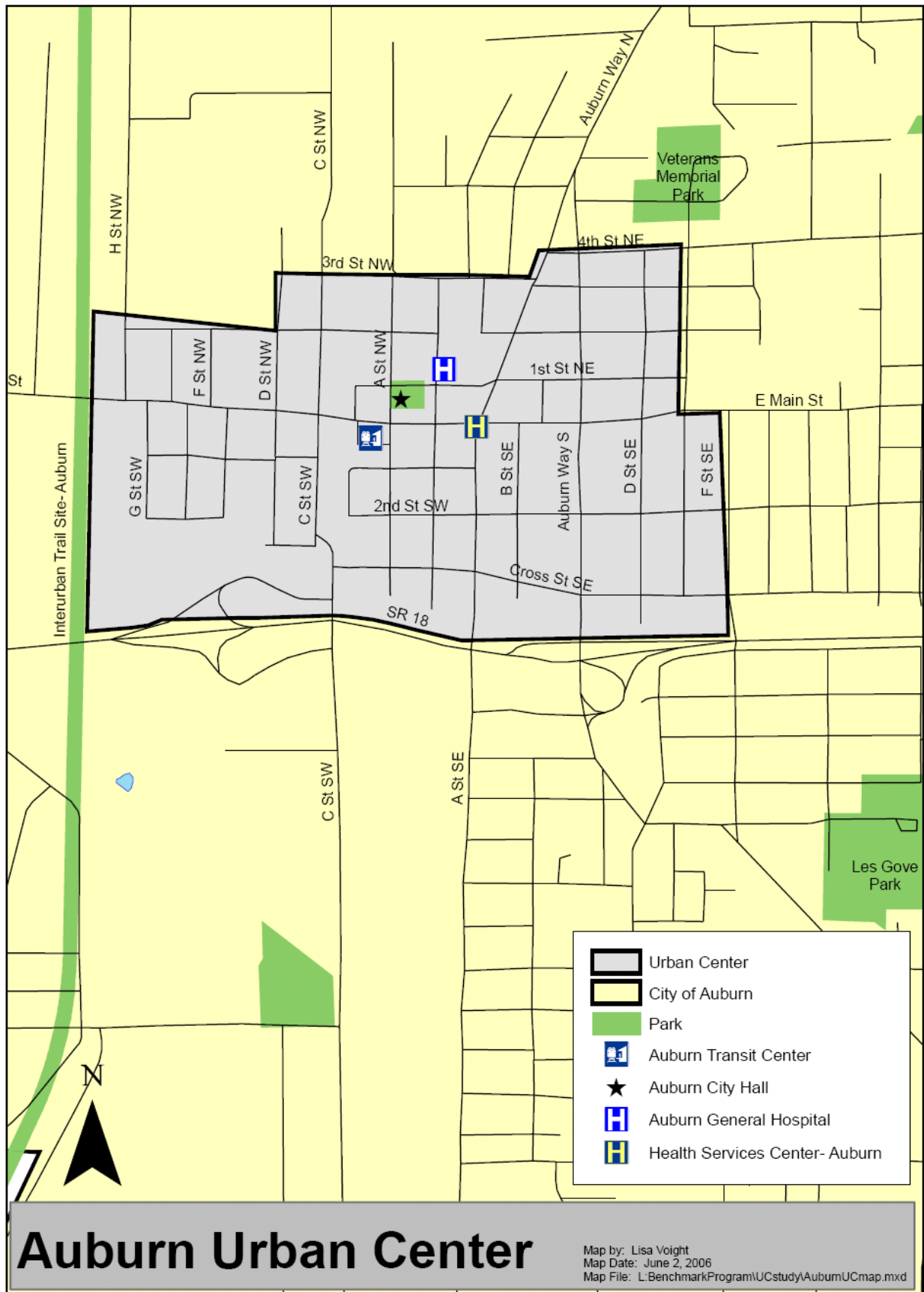


## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	N/A
Total Housing Units in Urban Center	2004	1,087
Quantity Change in Urban Center Total Housing Units	1995, 2004	N/A
Percent Change in Urban Center Total Housing Units	1995, 2004	N/A
Housing Density (per Acre)	1995	N/A
Housing Density (per Acre)	2004	4.67

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	2.64





## Bellevue



### Center Description

The Bellevue Urban Center primarily consists of the Downtown Bellevue business district, the Bellevue Square shopping mall and adjoining retail areas, and a large open space: Downtown Bellevue Park. Most of the Urban Center's land use is dominated by commercial business and retail, however there is also a significant amount of multi-family housing in the Center. In addition to Downtown Bellevue Park, McCormick Park is also in the Urban Center, and Meydenbauer Park, Wildwood Park, and Goddard Park are all in close proximity.

### Major Transportation Features

- The Bellevue Urban Center is adjacent to Interstate 405
- There is no fixed transit route in the Urban Center
- The Bellevue Transit Center is served by 15 King County Metro bus routes and 9 Sound Transit bus routes
- The Bellevue Transfer Point is served by 5 King County Metro bus routes

### Historical Background

Date of incorporation: 1953. Bellevue saw initial growth as a farming center, milling center, and inland port. It also served as a retreat for wealthy Seattle families located across Lake Washington. Although originally platted in 1904, Bellevue was not incorporated for another 50 years. In 1917, the creation of the Ship Canal connected Bellevue and Lake Washington with Puget Sound. The first bridge across Lake Washington was built in 1939, making Bellevue more desirable to auto commuters. In 1963, the Evergreen Point Bridge opened, stimulating further growth and economic development.

### Urban Center Vision

To remain competitive in the next generation, Downtown Bellevue must be viable, livable, memorable, and accessible. It must become the symbolic as well as functional heart of the Eastside Region through the continued location of cultural, entertainment, residential, and regional uses located in distinct, mixed-use neighborhoods connected by a variety of unique public places and great public infrastructure. The vision for Downtown Bellevue is a dense, mixed-use urban center that has a high pedestrian orientation and range of complementary land uses.





## Urban Center Assets and Liabilities

### **Assets**

- Major employment center that offers high paying jobs
- Reputation for high quality of life
- Proven marketability for both housing development and business location

### **Liabilities**

- Large average block size not consistent with Urban Center vision for pedestrian orientation

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	112
Residential Burglaries	2005	393
Motor Vehicle Thefts	2005	637
Total Crimes (per 1,000 people)	2005	43

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	59
7 <sup>th</sup> Grade WASL scores (avg.)	2005	53
High School Graduation Rate	2005	89

## Urban Center Size Statistics

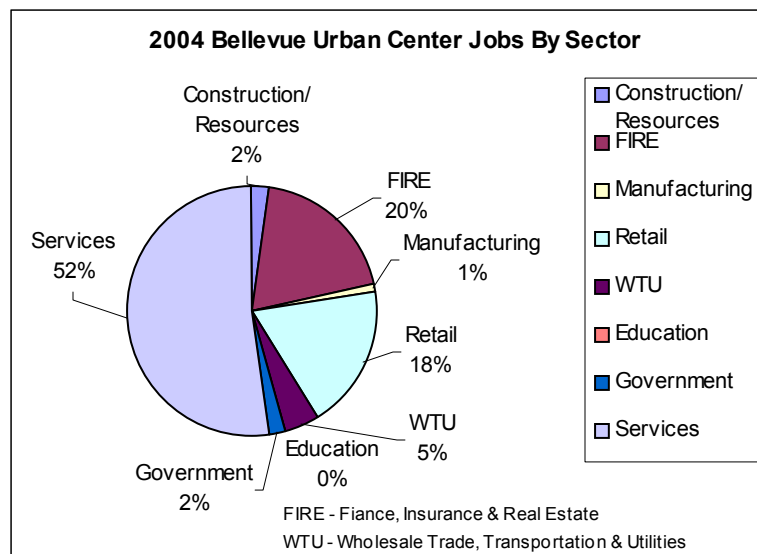
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	432
Urban Center Size (square miles)	2000	.68
Number of Blocks in Urban Center	2000	48
Average Block Size (acres)	2000	7.5
Number of Parcels in Urban Center	2000	530
Average Parcel Size (acres)	2000	.68

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	116,500
Urban Center Population	2004	3,600
Urban Center Population as a Percent of City Total	2004	3.09%
Urban Center Population Change 1990-2004	1990, 2004	2,418
Urban Center Population Percent Change 1990-2004	1990, 2004	204.57%
Urban Center Population Density per Square Mile	2004	5,333

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	26,062
Urban Center Total Employment Change 1995-2004	1995, 2004	2,974
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	12.9%
Urban Center Total Employment Change 2001-2004	2001, 2004	-5,883
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	-18.4%
Employment Density per Square Mile	2004	38,610

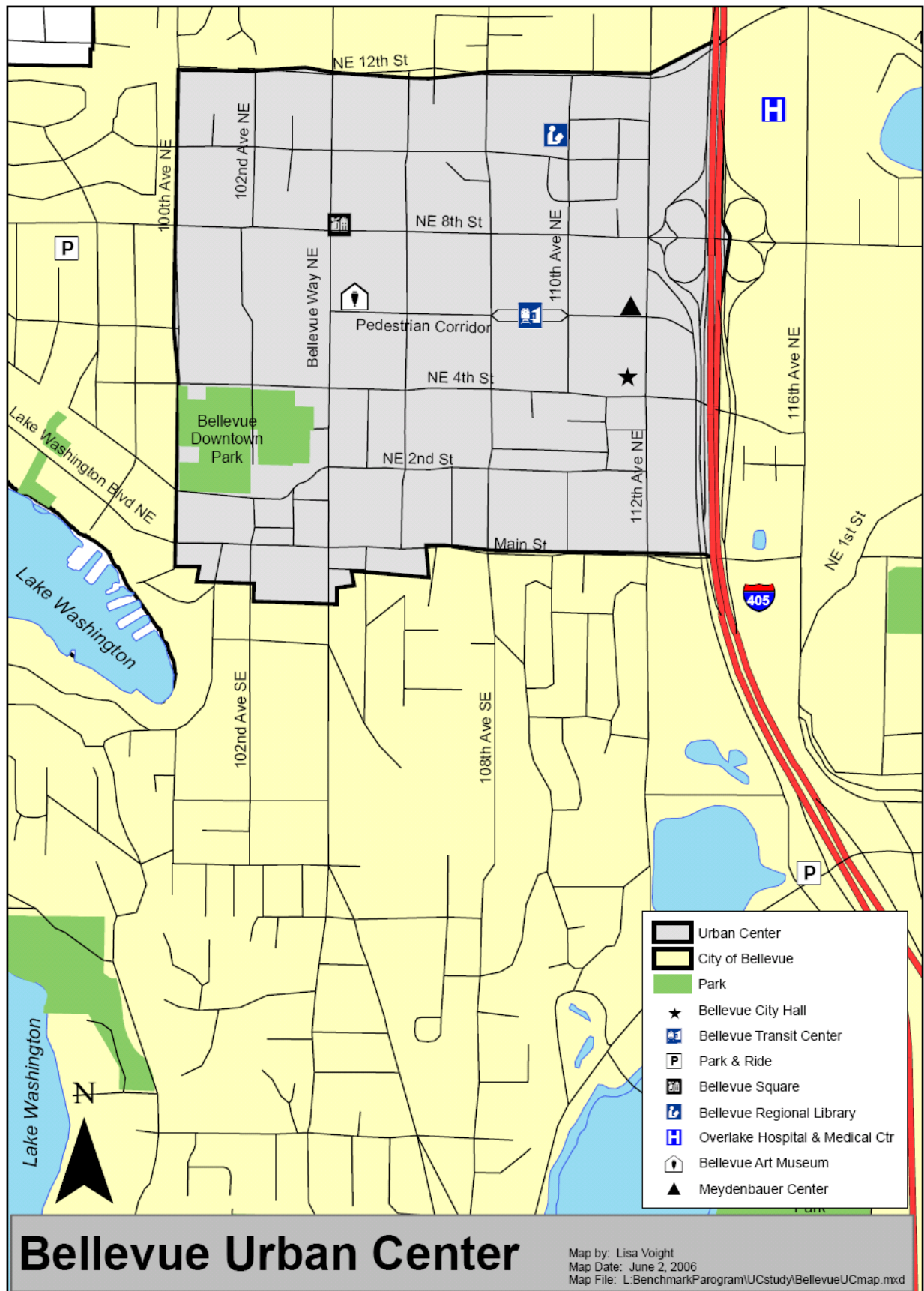


## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	1,000
Total Housing Units in Urban Center	2004	3,599
Quantity Change in Urban Center Total Housing Units	1995, 2004	2,599
Percent Change in Urban Center Total Housing Units	1995, 2004	260%
Housing Density (per Acre)	1995	2.31
Housing Density (per Acre)	2004	8.33

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	7.24



## Burien



into their Town Square. The Burien Urban Center is primarily auto-oriented except for the main street corridor along SW 152<sup>nd</sup> Street. The Urban Center is adjacent to Burien Park.

### Center Description

The Burien Urban Center is made up of the downtown area of Burien, and also includes sections of the residential neighborhoods surrounding downtown. Downtown Burien includes the historic "main street" of Burien, SW 152<sup>nd</sup> Street including "Olde Burien", and other areas that primarily consist of strip-mall style development. Recently, there has been significant municipal capital investment along SW 152<sup>nd</sup> Street, including new signage, light posts and sidewalks. At the heart of Burien's Urban Center sits the Burien Metro Transit Center and the strip mall and parking lot development that will be redeveloped by the city

### Major Transportation Features

- The Burien Urban Center is adjacent to Highway 509 and Highway 518
- There is no fixed transit route in the Urban Center
- Funding has been secured and designs are being finalized for a new transit center at the downtown Burien Park-and-Ride
- Burien Park and Ride has 385 parking spaces is served by 10 King County Metro bus routes and 1 Sound Transit bus route



### Historical Background

Date of Incorporation: 1993. Settled by homesteaders in the late 1800s, Burien also attracted people by boat from Seattle and Tacoma to buy waterfront property on Puget Sound. The community grew slowly with the construction of a trolley line in 1915 and Ambaum Boulevard in 1916 that connected to communities to the north. The area remained quietly rural until after World War II. City residents had rejected incorporation three times before finally approving it in 1992.

### Urban Center Vision

The most readily available Comprehensive Plan of the City of Burien was produced in December of 2003, whereas the Burien Urban Center was designated in 2004. Based on this, no Urban Center Vision is identified in this paper.

## Urban Center Assets and Liabilities

### **Assets**

- Pedestrian friendly scale
- Strong legacy of city council leadership – set aside tax revenues for land assembly for downtown redevelopment
- Historic “Main Street” appeal
- Impending “town square” development has potential to catalyze future economic and housing development

### **Liabilities**

- South County “stigma”
- Encroaching impact of SeaTac Airport as a nuisance to potential new residents
- Relatively less transportation access and connection to other communities

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	103
Residential Burglaries	2005	201
Motor Vehicle Thefts	2005	510
Total Crimes (per 1,000 people)	2005	69

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	32
7 <sup>th</sup> Grade WASL scores (avg.)	2005	36
High School Graduation Rate	2005	87

## Urban Center Size Statistics

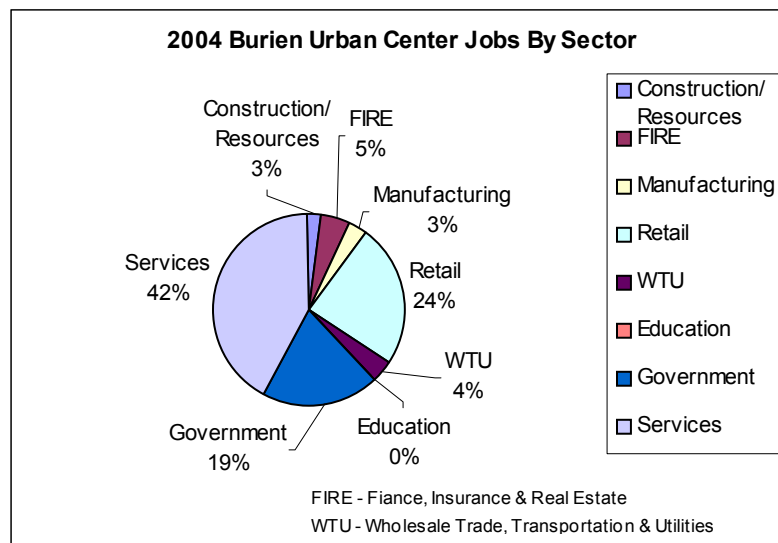
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	353
Urban Center Size (square miles)	2000	.55
Number of Blocks in Urban Center	2000	No Data
Average Block Size (acres)	2000	No Data
Number of Parcels in Urban Center	2000	No Data
Average Parcel Size (acres)	2000	No Data

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	31,130
Urban Center Population	2004	1,750
Urban Center Population as a Percent of City Total	2004	5.62%
Urban Center Population Change 1990-2004	1990, 2004	N/A
Urban Center Population Percent Change 1990-2004	1990, 2004	N/A
Urban Center Population Density per Square Mile	2004	3,173

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	4,263
Urban Center Total Employment Change 1995-2004	1995, 2004	N/A
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	N/A
Urban Center Total Employment Change 2001-2004	2001, 2004	N/A
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	N/A
Employment Density per Square Mile	2004	7,729



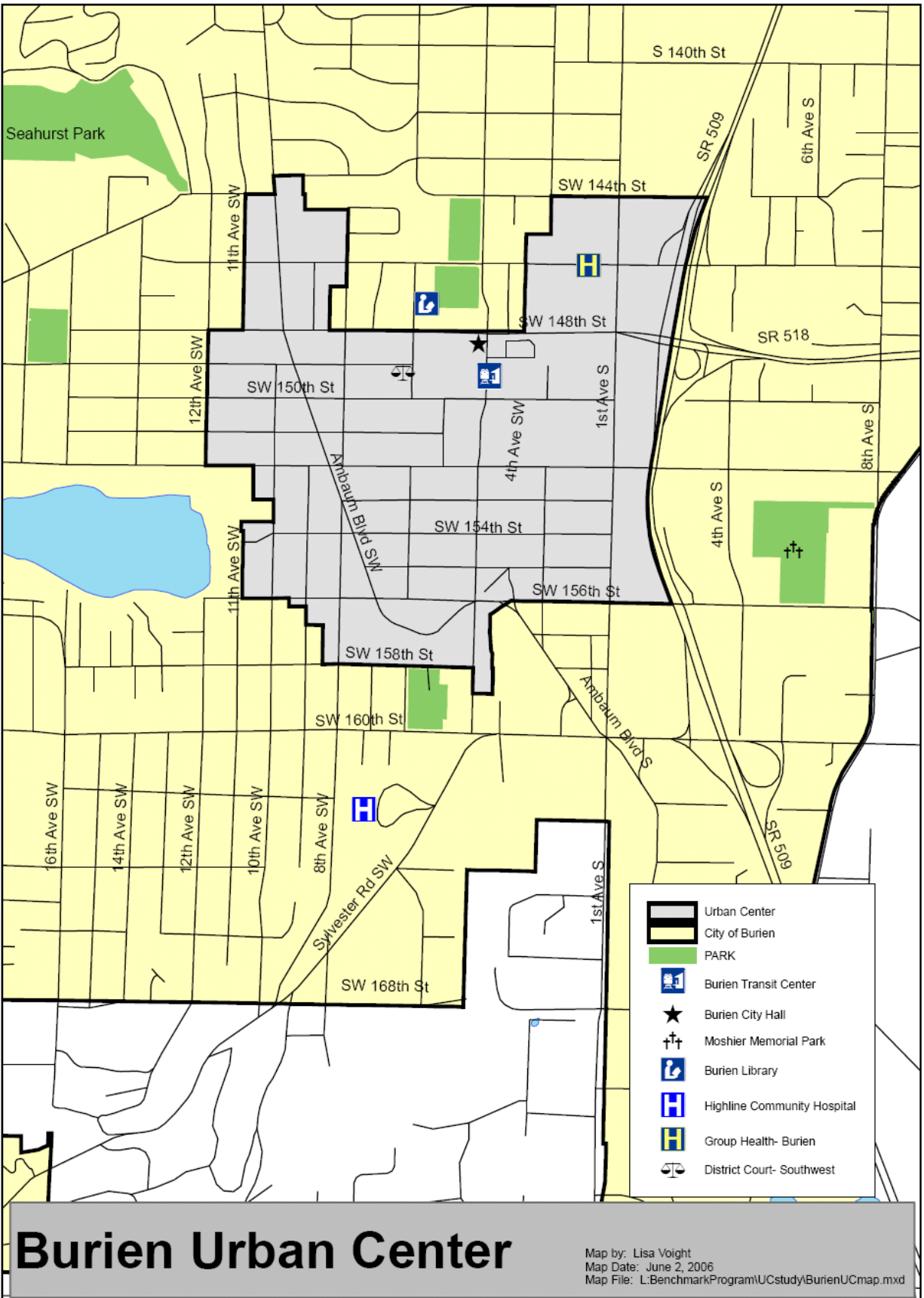
## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	N/A
Total Housing Units in Urban Center	2004	1,077
Quantity Change in Urban Center Total Housing Units	1995, 2004	N/A
Percent Change in Urban Center Total Housing Units	1995, 2004	N/A
Housing Density (per Acre)	1995	N/A
Housing Density (per Acre)	2004	3.05

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	3.96





## Federal Way



### Center Description

According to the Federal Way Comprehensive Plan, “The City Center does not currently present an identifiable sense of a downtown or urban center. The existing commercial development within the study area is typical of suburban strip retail and mall

development. The dominance of mass retailing has largely shaped the commercial core. However, as is the case with most older suburban mall areas, there is little, if anything, distinctive or unique about the existing City Center.” The comprehensive plan also identifies a separate “urban frame” surrounding the Center, which provides additional commercial and residential structures. A new addition to the Urban Center is the Transit Center on the North side of the Center, which has the potential to act as a focal point for further development. The Federal Way Urban Center is very auto-oriented. The Urban Center is adjacent to Celebration Park and Steel Lake Park.

### Major Transportation Features

- The Federal Way Urban Center is adjacent to Adjacent to I-5
- There is no fixed transit route in the Urban Center
- The Federal Way Transit Center has 1200 parking spaces and is served by 9 King County Metro bus routes, 3 Pierce Transit bus routes and 3 Sound Transit bus routes
- The Federal Way Park and Ride has 877 parking spaces and is served by 4 King County Metro bus routes



### Historical Background

Date of incorporation: 1990. In 1860, a road constructed for military use connected Pierce County with Seattle, traveling thorough the present day city. The area remained largely unsettled until Pacific Highway South was built in 1928, connecting Seattle with Tacoma. The area’s rural character held until after WWII, and the construction of I-5 opened the area to further growth in 1962. Residents rejected incorporation on three previous occasions.

### Urban Center Vision

The Urban Center concept is to redevelop the City Center and create a compact urban community and vibrant center of activity. The crux of the strategy is to promote connections between where we live, work, and recreate, and create an urban environment that is amenable to walking, bicycling, and transit use. This includes creating pedestrian-oriented streetscapes; an efficient multi-modal transportation system; livable and affordable housing; increased retail, service, and office development in a compact area; a network of public spaces and parks; superior urban design; and a safe and vibrant street life.

## Urban Center Assets and Liabilities

### **Assets**

- Large average lot size reduces problems with land assembly
- High amount of developable land relative to other Urban Centers

### **Liabilities**

- Auto-oriented commercial center lacks attraction as a livable neighborhood
- Private covenants to restrict building height
- Large amount of affordable single-family housing in the city, resulting in low demand for multi-family housing in the Center.
- South County “stigma”

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	147
Residential Burglaries	2005	456
Motor Vehicle Thefts	2005	1,254
Total Crimes (per 1,000 people)	2005	67

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	43
7 <sup>th</sup> Grade WASL scores (avg.)	2005	52
High School Graduation Rate	2005	78

## Urban Center Size Statistics

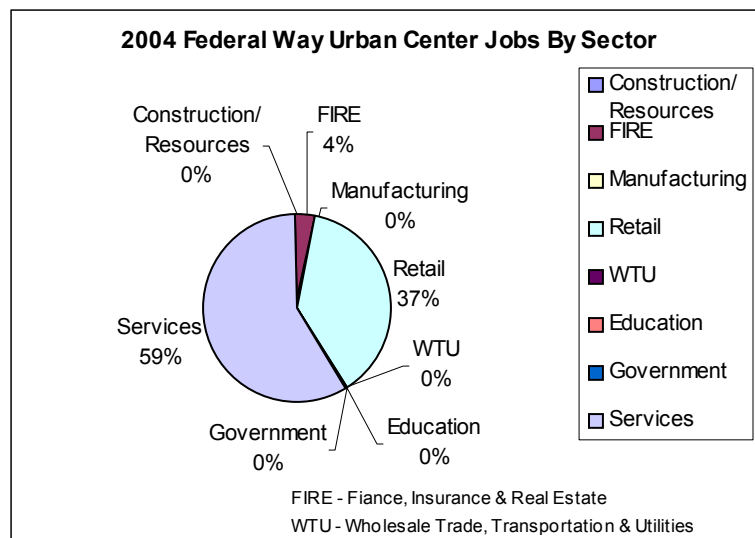
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	209
Urban Center Size (square miles)	2000	.33
Number of Blocks in Urban Center	2000	7
Average Block Size (acres)	2000	30.4
Number of Parcels in Urban Center	2000	51
Average Parcel Size (acres)	2000	4.17

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	83,590
Urban Center Population	2004	600
Urban Center Population as a Percent of City Total	2004	0.72%
Urban Center Population Change 1990-2004	1990, 2004	123
Urban Center Population Percent Change 1990-2004	1990, 2004	25.79%
Urban Center Population Density per Square Mile	2004	1,837

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	3,431
Urban Center Total Employment Change 1995-2004	1995, 2004	245
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	7.7%
Urban Center Total Employment Change 2001-2004	2001, 2004	-438
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	-11.3%
Employment Density per Square Mile	2004	10,506

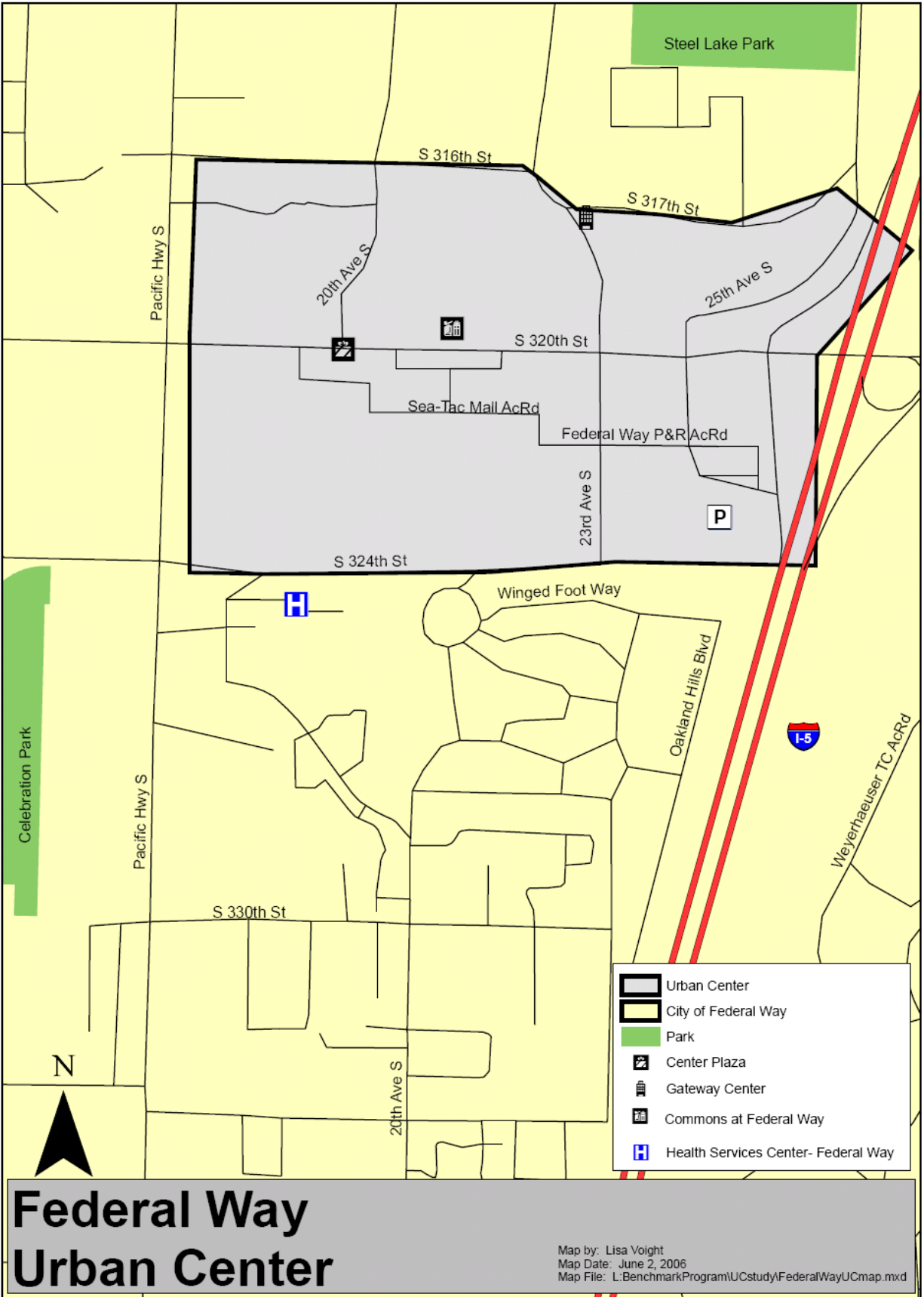


## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	200
Total Housing Units in Urban Center	2004	846
Quantity Change in Urban Center Total Housing Units	1995, 2004	646
Percent Change in Urban Center Total Housing Units	1995, 2004	323%
Housing Density (per Acre)	1995	.96
Housing Density (per Acre)	2004	4.05

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	4.06





## First Hill/Capitol Hill



### Center Description

The First Hill/Capitol Hill Urban Center is located just east of downtown Seattle, and is one of the densest residential areas in all of King County. The Center is very pedestrian-oriented, and most of the residential housing in the Urban Center is made up of multi-family apartments and condominiums, although some single-family homes do exist, especially on Capitol Hill. There are also commercial retail sections of the Urban Center, especially along specific arterials, such as Broadway, Madison Street, Pike Street, and Pine Street. The major employers in the Center are in the healthcare and education sectors. Both Seattle

University and Seattle Central Community College are in the Urban Center, as are Swedish Medical Center, Harborview Medical Center, the Virginia Mason Seattle Clinic and Benaroya Research Institute, and Group Health Medical Center. Bobby Morris Playfield and Tashkent Park are in the Urban Center.

### Major Transportation Features

- The First Hill/Capitol Hill Urban Center is adjacent to Interstate 5
- There is no fixed transit route in the Urban Center, however a North Link Light Rail Sound Transit Station is planned
- There are multiple Metro Buses and stops, but no Park and Ride Lots or Transit Centers

### Historical Background

Date of Incorporation: 1865 (City of Seattle). The Capitol Hill and First Hill neighborhoods quickly developed an urban residential character after the area was clear-cut in the 1880s, beginning with modest homes but later including many grander homes. In the late 1800s, several trolley lines served the community, and led to the rapid construction of “streetcar suburbs” along the business and transportation strips, including apartment development. In 1908, Swedish Hospital became the first of six hospitals to eventually locate in the neighborhood.

### Urban Center Vision

The Urban Village strategy tries to match growth to the existing and intended character of the city’s neighborhoods. Urban Centers are the densest neighborhoods in the city and are both regional centers and neighborhoods that provide a diverse mix of uses, housing, and employment opportunities. Larger Urban Centers are divided into Urban Center Villages to recognize the distinct character of different neighborhoods within them. The First Hill/Capitol Hill Urban Center is divided into the Capitol Hill, Pike/Pine, First Hill and 12<sup>th</sup> Avenue Urban Center Villages.





## Urban Center Assets and Liabilities

### Assets

- Proximity to CBD job center
- Diversity of amenities attractive to urban residents
- Pedestrian friendly scale, small block size
- Planned LINK light rail station
- Attractive historic character
- “Cool” factor attracts young professionals
- Proven marketability for housing development and business location

### Liabilities

- Small lot size may require land assembly to create developable lots
- Relatively high crime rate

## Crime Rate - Neighborhood

Statistical Category	Data Year	Statistic
Violent Crime	2005	276
Residential Burglaries	2005	485
Motor Vehicle Thefts	2005	861
Total Crimes (per 1,000 people)	2005	132

## Education – Neighborhood

Statistical Category	Data Year	Statistic
4 <sup>th</sup> Grade WASL scores (avg.)	2005	74
7 <sup>th</sup> Grade WASL scores (avg.)	2005	39
High School Graduation Rate	2005	N/A

## Urban Center Size Statistics

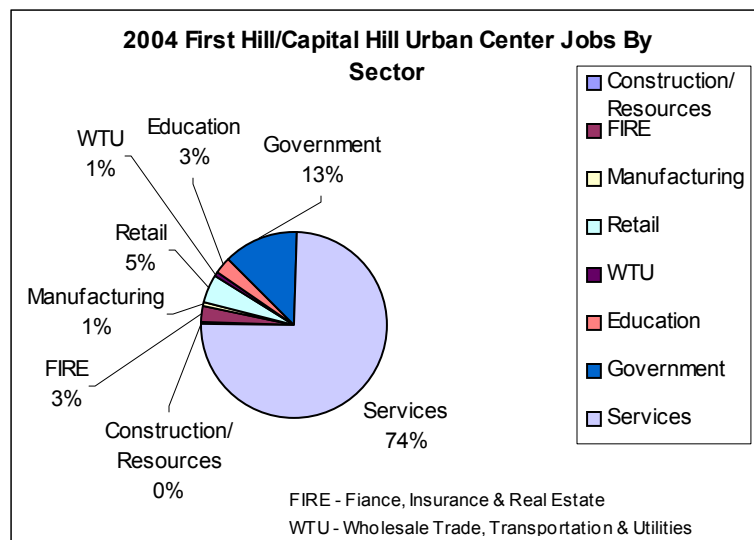
Statistical Category	Data Year	Statistic
Urban Center Size (acres)	2000	919
Urban Center Size (square miles)	2000	1.44
Number of Blocks in Urban Center	2000	328
Average Block Size (acres)	2000	2.1
Number of Parcels in Urban Center	2000	2469
Average Parcel Size (acres)	2000	.28

## Population Statistics

Statistical Category	Data Year	Statistic
City Population	2004	572,600
Urban Center Population	2004	34,200
Urban Center Population as a Percent of City Total	2004	5.97%
Urban Center Population Change 1990-2004	1990, 2004	5,728
Urban Center Population Percent Change 1990-2004	1990, 2004	20.12%
Urban Center Population Density per Square Mile	2004	23,817

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	39,532
Urban Center Total Employment Change 1995-2004	1995, 2004	7,133
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	22.0%
Urban Center Total Employment Change 2001-2004	2001, 2004	1,410
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	3.7%
Employment Density per Square Mile	2004	27,530

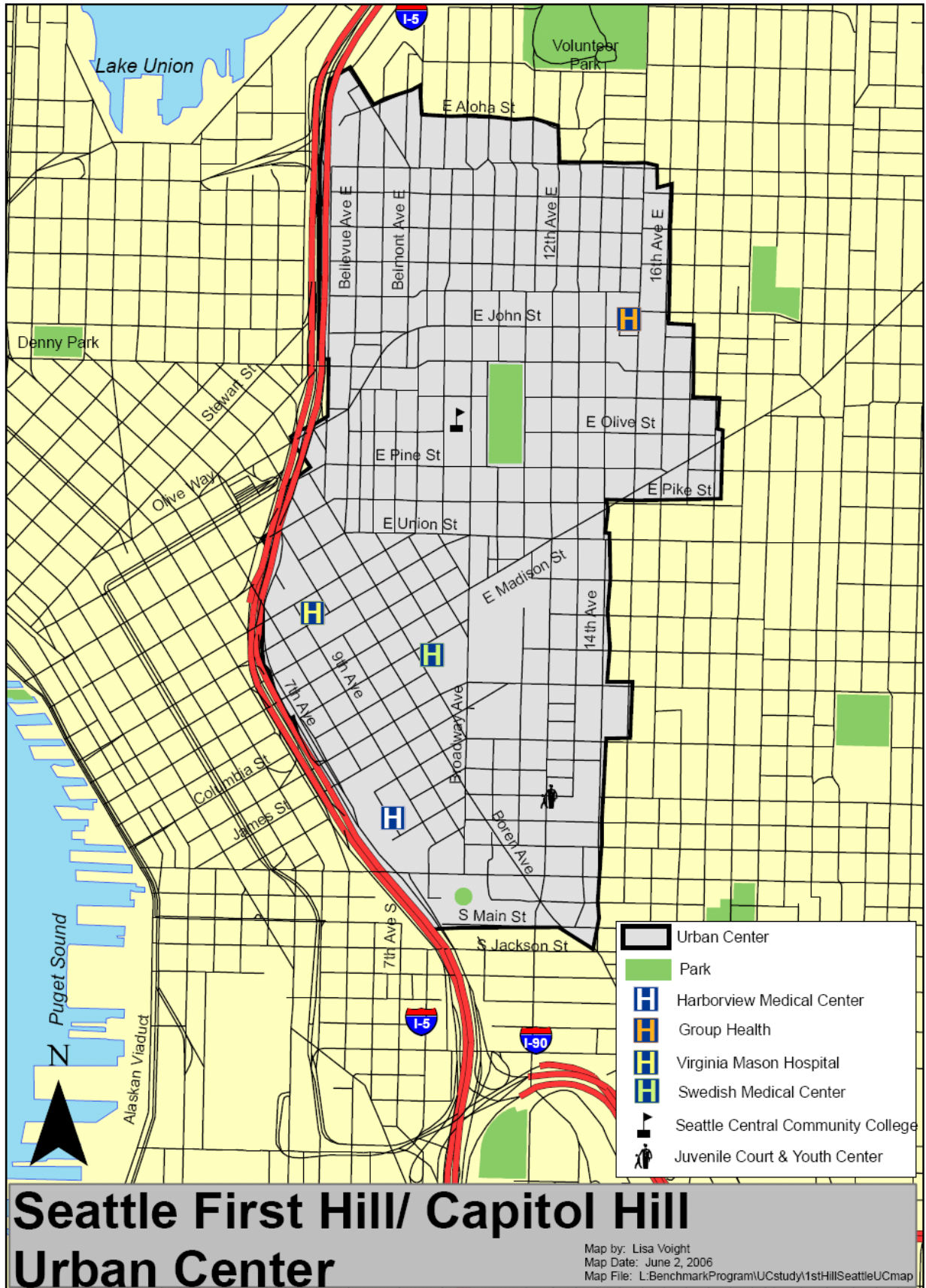


## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	21,707
Total Housing Units in Urban Center	2004	23,826
Quantity Change in Urban Center Total Housing Units	1995, 2004	2,119
Percent Change in Urban Center Total Housing Units	1995, 2004	10%
Housing Density (per Acre)	1995	23.62
Housing Density (per Acre)	2004	25.93

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	1.66



## Kent



### Center Description

The Kent Urban Center in the downtown area includes the old commercial core of town. The municipal campus is also in the Urban Center, as is the King County Regional Justice Center, which is a satellite court and justice center for King County government. A major new feature and focal point in the Urban Center is Kent Station. Kent Station consists of the Kent Sounder Train Station, Metro Transit Center, structured parking garage and an outdoor walk-able retail mall with restaurants, a branch of Green River Community College and other retail businesses. There is a large amount of open space in the Urban Center, including Burlington Green Park, Milwaukee

Playfield, Willis Street Greenbelt, Naden Park and Rail Road Park.

### Major Transportation Features

- The Kent Urban Center is adjacent to Highway 167
- The Sounder Commuter Train fixed transit exists at Kent Station
- The Kent Station Transit Center has 853 parking spaces and is served by 16 King County Metro bus routes and 2 Sound Transit bus routes
- The James St Park and Ride has 715 parking spaces and is served by 7 King County Metro bus routes



### Historical Background

Date of incorporation: 1890. Kent began as an agricultural community, and much of the valley had been cleared by the late 1870s. Farmers could bring their produce into Seattle via the Interurban Railway, which opened at the turn of the century. The Howard Hanson dam was completed in 1962, effectively eliminating persistent flooding. Flood control facilitated industrial development, which eventually replaced farmland in the valley. The completion of Hwy-167 and I-5 in the late 1960s stimulated significant development in Kent.

### Urban Center Vision

One thing for certain is an early 21st Century visitor entering Downtown Kent will be presented with a more gracious welcome mat. Not only will key entry points around the Downtown perimeter be well marked with gateway landscaping, artwork, and directional signage, but the character of development on Central Avenue, James Street, and Willis Street will be more appealing for motorist and pedestrian alike. Robust automobile-oriented businesses will still find a home on Central Avenue, but recent streetscape improvements and incremental business expansions will have transformed the old strip into a more welcoming, attractive corridor.

## Urban Center Assets and Liabilities

### **Assets**

- A legacy of strong mayoral leadership
- Kent Station area is an attractive mixed-use development to potentially catalyze future economic and housing development
- Historic “Main Street” appeal
- Pedestrian friendly scale

### **Liabilities**

- Limited options for housing locations
- South County “stigma”

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	258
Residential Burglaries	2005	586
Motor Vehicle Thefts	2005	1304
Total Crimes (per 1,000 people)	2005	73

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	45
7 <sup>th</sup> Grade WASL scores (avg.)	2005	36
High School Graduation Rate	2005	69

## Urban Center Size Statistics

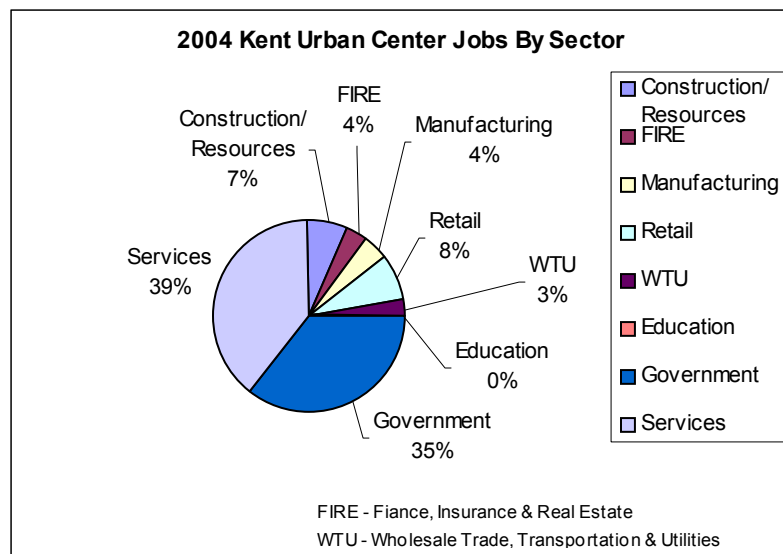
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	309
Urban Center Size (square miles)	2000	.48
Number of Blocks in Urban Center	2000	68
Average Block Size (acres)	2000	3.1
Number of Parcels in Urban Center	2000	508
Average Parcel Size (acres)	2000	.41

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	84,560
Urban Center Population	2004	900
Urban Center Population as a Percent of City Total	2004	1.06%
Urban Center Population Change 1990-2004	1990, 2004	350
Urban Center Population Percent Change 1990-2004	1990, 2004	63.64%
Urban Center Population Density per Square Mile	2004	1,864

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	3,746
Urban Center Total Employment Change 1995-2004	1995, 2004	646
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	20.8%
Urban Center Total Employment Change 2001-2004	2001, 2004	382
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	11.4%
Employment Density per Square Mile	2004	7,759



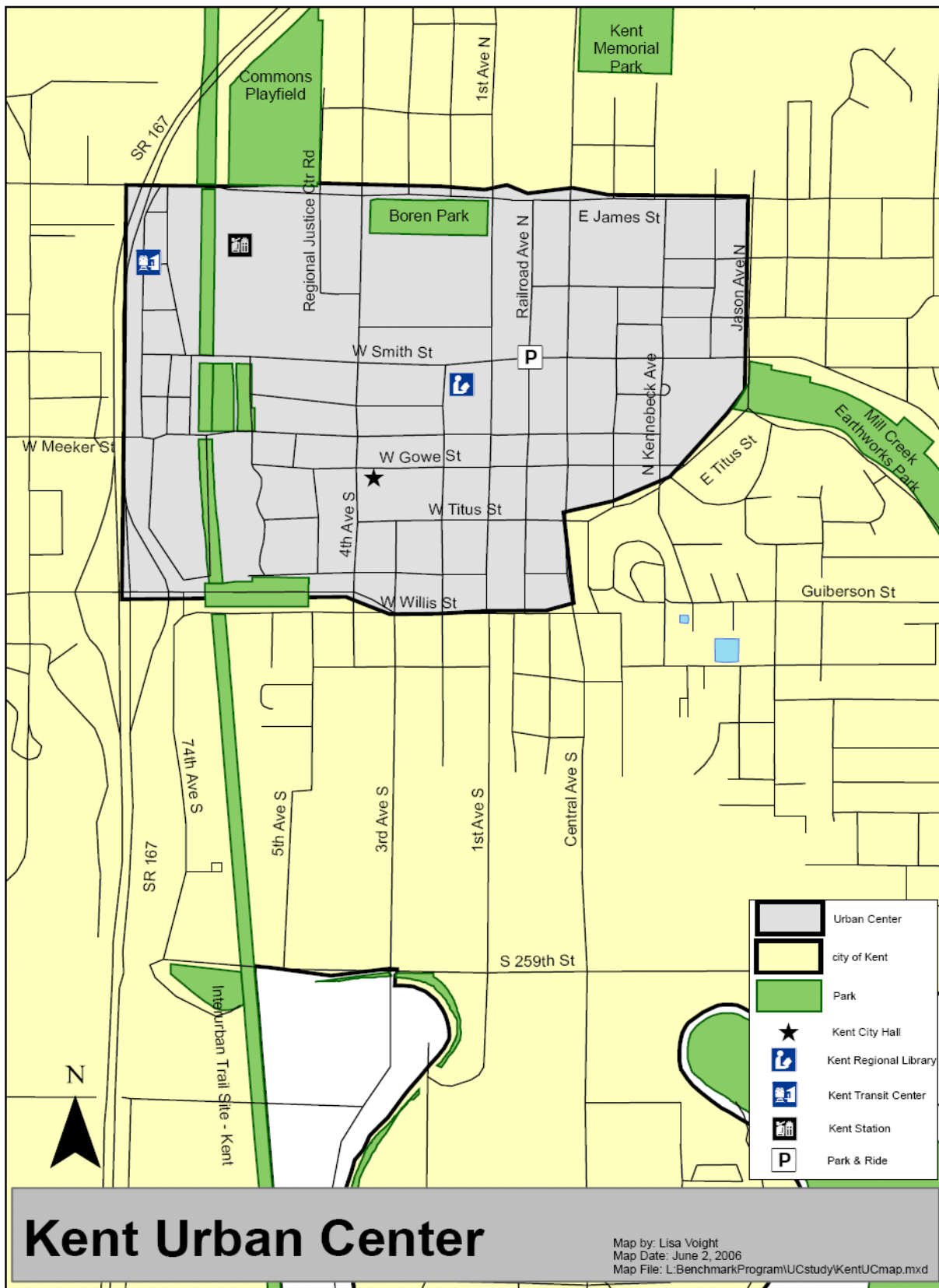
## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	306
Total Housing Units in Urban Center	2004	708
Quantity Change in Urban Center Total Housing Units	1995, 2004	402
Percent Change in Urban Center Total Housing Units	1995, 2004	131%
Housing Density (per Acre)	1995	.99
Housing Density (per Acre)	2004	2.29

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	5.29





## Northgate



### Center Description

The Northgate Urban Center is located in north Seattle, and is mainly comprised of the Northgate Mall, surrounding Northgate strip malls, other commercial business parks, and some residential areas. The Urban Center is bisected by Interstate-5, which runs North/South. A large number of development projects are currently being planned and/or developed in the Center. These include new open space, mixed-use transit oriented development, residential development, a new library and community center, and streetscape improvements. Thornton Creek Park is in the Urban Center.

### Major Transportation Features

- The Northgate Urban Center is adjacent to Interstate 5
- There is no fixed transit route in the Urban Center, however a North Link Light Rail Sound Transit Station is being planned
- The Northgate Transit Center has 296 parking spaces and is served by 13 King County Metro bus routes and 2 Sound Transit bus routes



### Historical Background

Annexation date: 1954. The pace of early community life was set by farming and logging. The automobile accelerated development after World War II with the 1950 opening of Northgate, one of the nation's first shopping malls, which initially was surrounded by rural farmland. The completion of Interstate-5 in the mid-1960s spurred development of apartment buildings and office space in the area.

### Urban Center Vision

The vision of the Northgate Plan is to transform a thriving, but underutilized, auto-oriented office/retail area into a vital, mixed-use center of concentrated development surrounded by healthy single-family neighborhoods. With the improvements in this plan, the Northgate area will become a place where people live, work, shop, play and go to school – all within walking distance. The surrounding single-family neighborhoods will be buffered from the intense development in the core, but will have ready access to the goods, services, and employment located in the core via a range of transportation alternatives including walking, bicycling, transit and automobile. The improved alternative means of access, good vehicular and pedestrian circulation, and enhanced, interesting environment will contribute to the economic viability of the commercial core, attracting customers, visitors and employers.

## Urban Center Assets and Liabilities

### **Assets**

- Strong mayoral leadership behind agenda of Urban Center redevelopment and densification
- Planned LINK light rail station

### **Liabilities**

- Commercial strip development not conducive for attracting housing
- Auto-orientation not pedestrian-friendly

## Crime Rate - Neighborhood

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	31
Residential Burglaries	2005	98
Motor Vehicle Thefts	2005	306
Total Crimes (per 1,000 people)	2005	122

## Education – Neighborhood

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	43
7 <sup>th</sup> Grade WASL scores (avg.)	2005	48
High School Graduation Rate	2005	N/A

## Urban Center Size Statistics

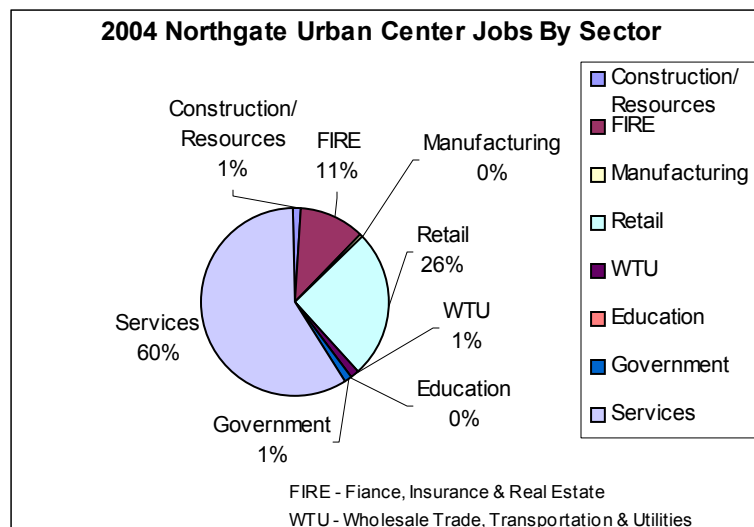
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	466
Urban Center Size (square miles)	2000	.73
Number of Blocks in Urban Center	2000	28
Average Block Size (acres)	2000	11.9
Number of Parcels in Urban Center	2000	483
Average Parcel Size (acres)	2000	.69

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	572,600
Urban Center Population	2004	5,750
Urban Center Population as a Percent of City Total	2004	1.00%
Urban Center Population Change 1990-2004	1990, 2004	951
Urban Center Population Percent Change 1990-2004	1990, 2004	19.82%
Urban Center Population Density per Square Mile	2004	7,897

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	11,001
Urban Center Total Employment Change 1995-2004	1995, 2004	1,569
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	16.6%
Urban Center Total Employment Change 2001-2004	2001, 2004	-466
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	-4.1%
Employment Density per Square Mile	2004	15,109

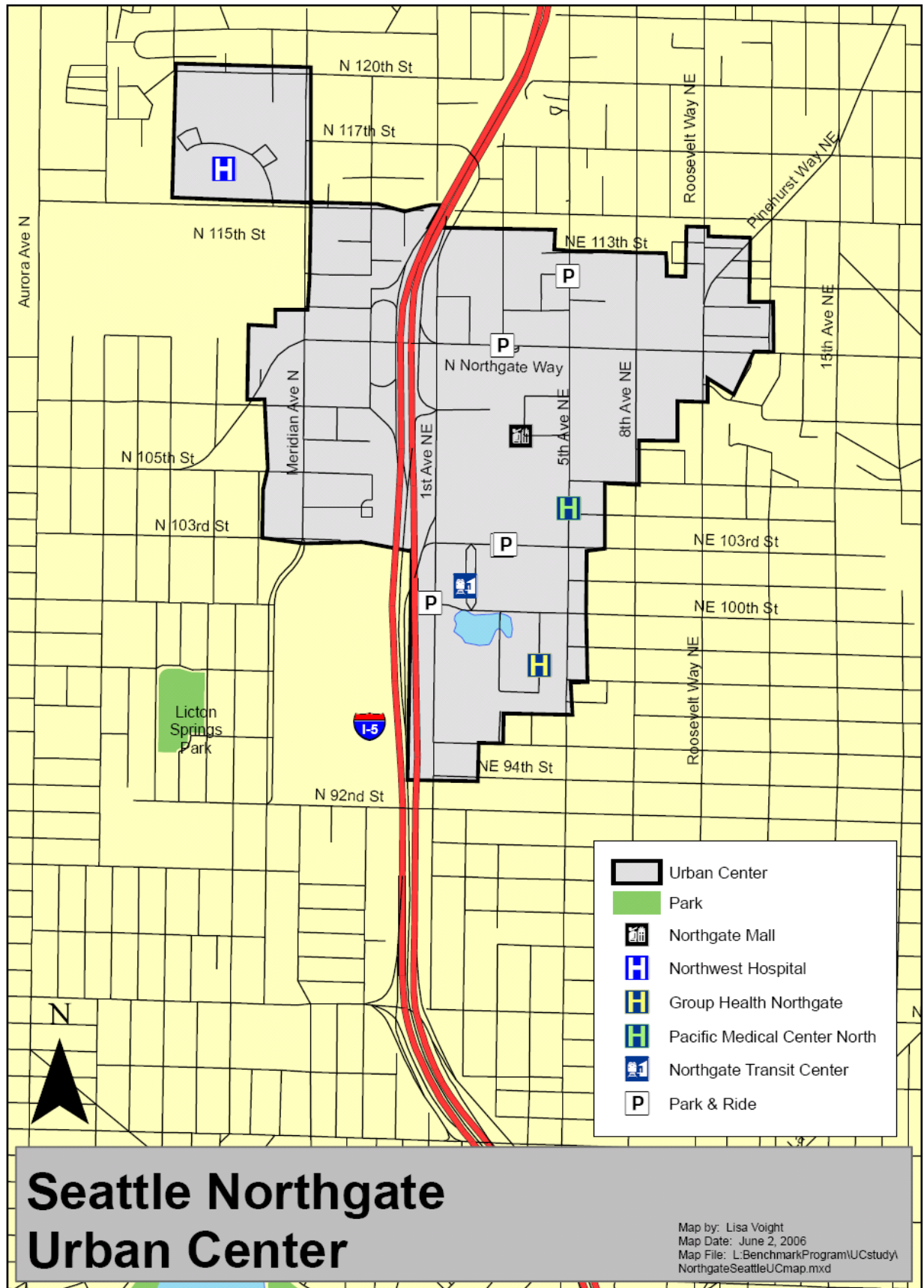


## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	3,552
Total Housing Units in Urban Center	2004	3,688
Quantity Change in Urban Center Total Housing Units	1995, 2004	136
Percent Change in Urban Center Total Housing Units	1995, 2004	4%
Housing Density (per Acre)	1995	7.62
Housing Density (per Acre)	2004	7.91

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	2.98





## Redmond



### Center Description

The Redmond Urban Center is primarily made up of the historic downtown area of Redmond, and also includes Redmond Town Center, Redmond municipal government campus, some multi-family housing and strip mall retail shopping. There are currently many residential developments being planned and constructed in the Urban Center. As well, the Redmond Transit Center and transit oriented development project is also currently under construction. Anderson Neighborhood Park is located in the Urban Center, and Marymoor Park, Bear Creek Park and Sammamish River Regional Park all located adjacent to the Center.

### Major Transportation Features

- The Redmond Urban Center is adjacent to Highway 520
- There is no fixed transit route in the Urban Center
- The Redmond Park and Ride has 386 parking spaces and is served by 13 King County Metro bus routes and 2 Sound Transit bus routes
- The Bellevue Transfer Point is served by 5 King County Metro bus routes

### Historical Background

Date of incorporation: 1912. Located east of Kirkland at the north end of Lake Sammamish, Redmond, Washington, is known worldwide as a center for high technology. The town's fame has come about only in recent times. For more than a century, Redmond was seen as just another small settlement that grew into suburbia.

### Urban Center Vision

In 2022, Redmond citizens describe their community as one that is complete, offering a wide range of services, opportunities, and amenities. It's a community that has gracefully accommodated growth and change while ensuring that Redmond's high quality of life, cherished natural features, distinct places, and character are not overwhelmed. It's a place where people are friendly, diversity and innovation are embraced, and action is taken to achieve community objectives. It's a place that is home to people from a variety of ethnic backgrounds, which contribute to the richness of the city's culture. Achieving a balance between accommodating growth and preserving Redmond's unique features and livability was challenging, but over the past 20 years through the clear, shared direction contained in the Comprehensive Plan, the vision has taken shape, and throughout Redmond the results are apparent.





## Urban Center Assets and Liabilities

### **Assets**

- Historic “Main Street” appeal
- Proximity to major employment center that offers relatively high paying jobs
- Redmond Town Center catalyzing downtown development
- Pedestrian friendly scale
- Proven marketability of Urban Center housing and economy
- Low crime, good schools

### **Liabilities**

- Transportation access relatively limited to congested Hwy 520

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	69
Residential Burglaries	2005	111
Motor Vehicle Thefts	2005	178
Total Crimes (per 1,000 people)	2005	38

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	62
7 <sup>th</sup> Grade WASL scores (avg.)	2005	59
High School Graduation Rate	2005	90

## Urban Center Size Statistics

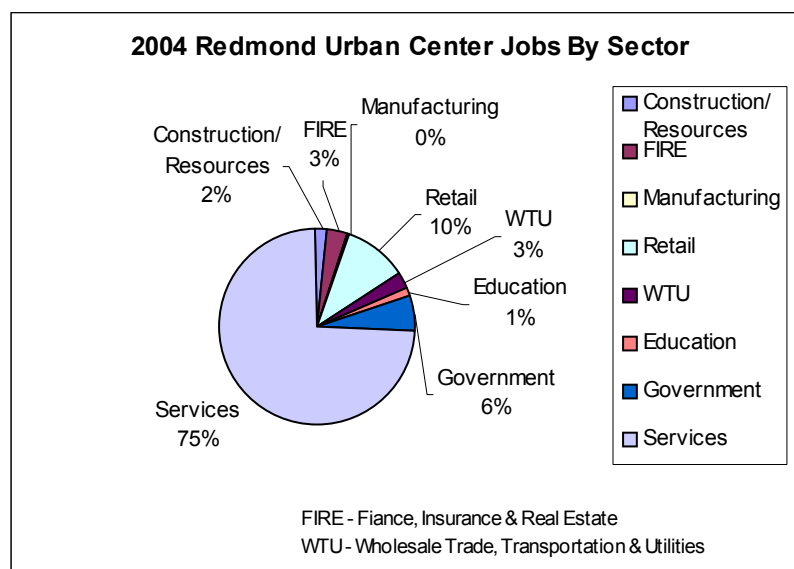
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	466
Urban Center Size (square miles)	2000	.73
Number of Blocks in Urban Center	2000	52
Average Block Size (acres)	2000	7.4
Number of Parcels in Urban Center	2000	513
Average Parcel Size (acres)	2000	.75

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	46,900
Urban Center Population	2004	2,200
Urban Center Population as a Percent of City Total	2004	4.69%
Urban Center Population Change 1990-2004	1990, 2004	966
Urban Center Population Percent Change 1990-2004	1990, 2004	78.28%
Urban Center Population Density per Square Mile	2004	3,021

### Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	14,173
Urban Center Total Employment Change 1995-2004	1995, 2004	10,1048
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	252.1%
Urban Center Total Employment Change 2001-2004	2001, 2004	898
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	6.8%
Employment Density per Square Mile	2004	19,465

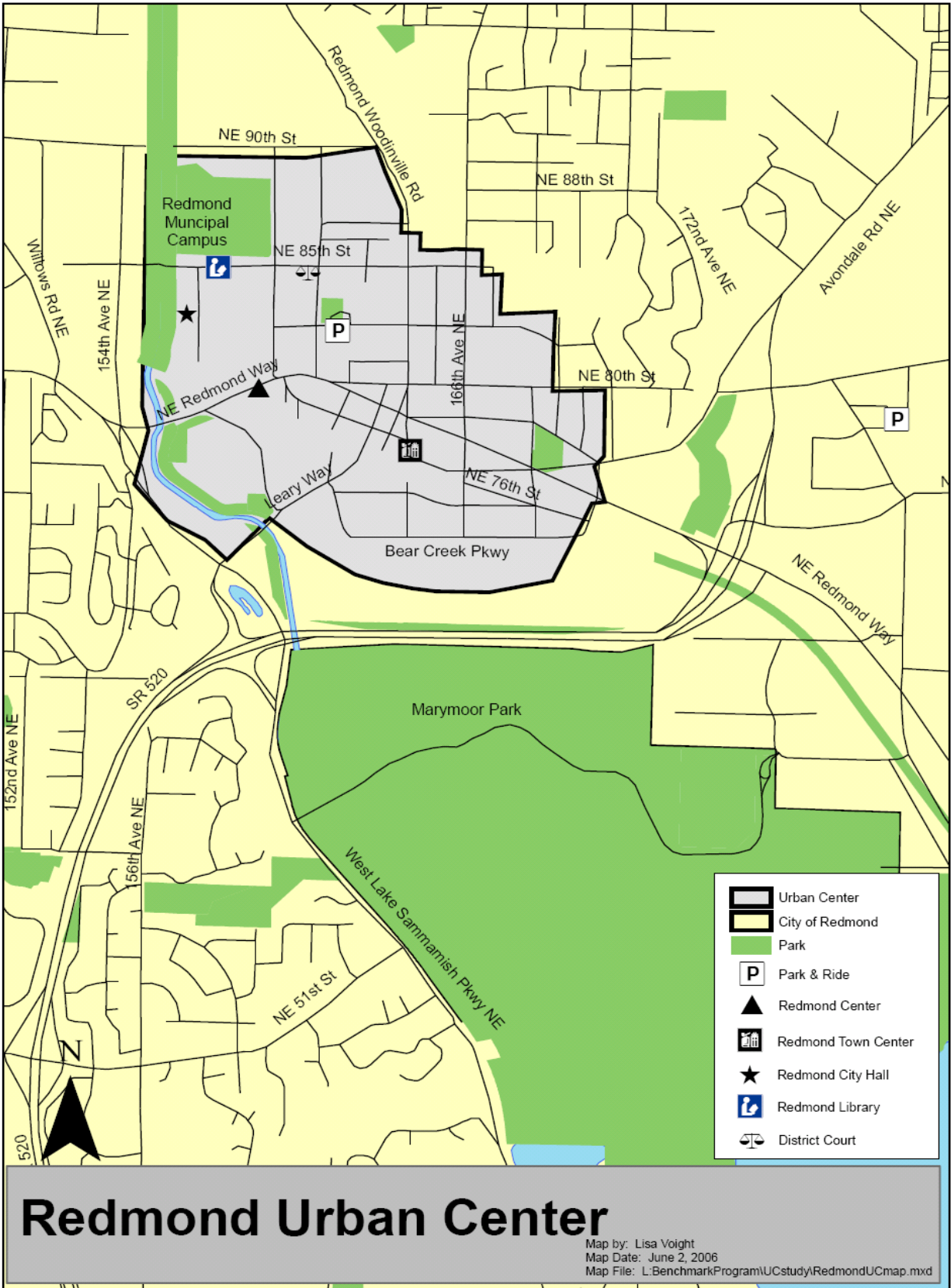


### Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	335
Total Housing Units in Urban Center	2004	1,275
Quantity Change in Urban Center Total Housing Units	1995, 2004	940
Percent Change in Urban Center Total Housing Units	1995, 2004	281%
Housing Density (per Acre)	1995	.72
Housing Density (per Acre)	2004	2.74

### Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	11.12



## Renton



### Center Description

The North section of Renton's Urban Center is comprised of the Renton Boeing 737 Commercial Airplane Plant, which provides for the majority of employment in the Center. The area also has a great deal of vacant redevelopable land that was once occupied by the Boeing Company. The narrow central section of the Center contains residential housing. The Southern section of the Urban Center includes Renton's historic downtown. This area primarily consists of commercial retail and commercial business buildings. There is newer transit oriented development surrounding Renton's Transit Center in the middle of the downtown area.

The Urban Center also has a large amount of accessible open space, including Jones Park, Piazza Downtown Park, South Burnett Linear Park, Pedestrian Park, and Tonkin Park in the Urban Center, and Liberty Park, Cedar River Park, Cedar River Natural Zone, and nearby Gene Coulon Memorial Beach Park.

### Major Transportation Features

- The Renton Urban Center is adjacent to Interstate 405
- There is no fixed transit route in the Urban Center
- The Renton Transit Center has 150 parking spaces (the Renton Municipal Garage Park and Ride has an additional 200 spaces) and is served by 15 King County Metro bus routes and 3 Sound Transit bus routes



### Historical Background

Date of incorporation: 1901. Located 15 miles southeast of Seattle along the southern shores of Lake Washington, Renton been an industrial and manufacturing center for the Pacific Northwest for more than a century. The productive agricultural land in the river valleys also made Renton a commercial center. The Interurban train allowed Renton to provide homes for Seattle workers and their families. A large influence in Renton's success came in 1941, when The Boeing Company opened a manufacturing plant.

### Urban Center Vision

The Renton Urban Center is envisioned as the dynamic heart of a growing regional city. Renton's Urban Center will provide significant capacity for new housing in order to absorb the city's share of future regional growth. This residential population will help to balance the City's employment population and thereby meet the policy directive of a 2:1 ratio of jobs to housing.

## Urban Center Assets and Liabilities

### **Assets**

- Large scale vacant land on old Boeing property slated for mixed-use redevelopment
- Boeing plant provides manufacturing jobs
- “Performance zoning” creates policy environment that facilitates development
- Historic “Main Street” appeal
- Pedestrian friendly scale in southern half of Center

### **Liabilities**

- Unattractive Boeing plant occupies prime waterfront property
- South County “stigma”

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	136
Residential Burglaries	2005	313
Motor Vehicle Thefts	2005	1061
Total Crimes (per 1,000 people)	2005	96

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	51
7 <sup>th</sup> Grade WASL scores (avg.)	2005	41
High School Graduation Rate	2005	75

## Urban Center Size Statistics

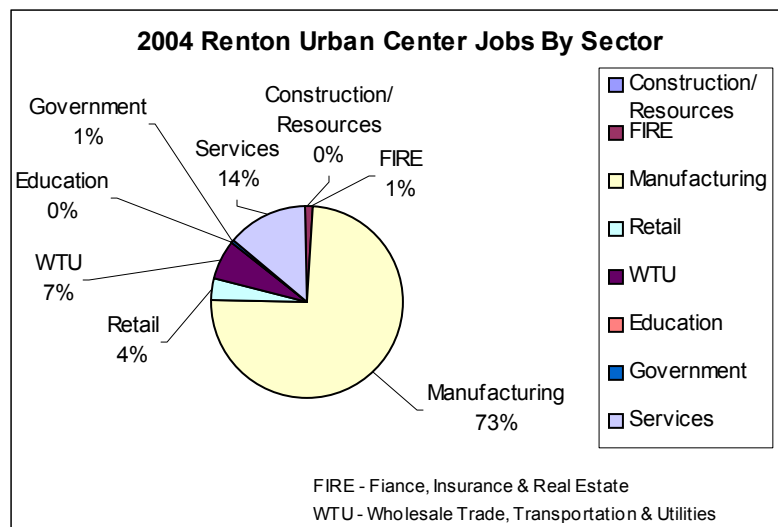
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	551
Urban Center Size (square miles)	2000	.86
Number of Blocks in Urban Center	2000	64
Average Block Size (acres)	2000	6.7
Number of Parcels in Urban Center	2000	687
Average Parcel Size (acres)	2000	.62

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	55,360
Urban Center Population	2004	1,850
Urban Center Population as a Percent of City Total	2004	3.34%
Urban Center Population Change 1990-2004	1990, 2004	463
Urban Center Population Percent Change 1990-2004	1990, 2004	33.38%
Urban Center Population Density per Square Mile	2004	2,149

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	10,860
Urban Center Total Employment Change 1995-2004	1995, 2004	-3,146
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	-22.5%
Urban Center Total Employment Change 2001-2004	2001, 2004	-5,563
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	-33.9%
Employment Density per Square Mile	2004	12,614



## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	996
Total Housing Units in Urban Center	2004	1,047
Quantity Change in Urban Center Total Housing Units	1995, 2004	51
Percent Change in Urban Center Total Housing Units	1995, 2004	5%
Housing Density (per Acre)	1995	1.81
Housing Density (per Acre)	2004	1.90

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	10.37





## SeaTac



is in the Urban Center.

### Center Description

The SeaTac Urban Center is long and thin, and bisected by International Blvd. (Highway 99) as it parallels the SeaTac International Airport. Most all of the commercial employment exists along International Blvd., while single-family and multi-family housing exists on cross streets and streets parallel to International Blvd. Presently, it seems that there is little connection between the residential section of the Urban Center and the commercial businesses that line International Blvd., as much of this business exists to service Airport travelers and/or auto-oriented travelers driving along International Blvd. Angle Lake Park

### Major Transportation Features

- The SeaTac Urban Center is adjacent to Highway 99 and Highway 518
- There is no fixed transit route in the Urban Center, however two South Link Light Rail Sound Transit Stations are being planned
- There are some Metro Buses and bus stops in the Urban Center, but no Park and Ride Lots or Transit Centers
- The Center features many “Park and Fly” lots to accommodate air travelers



### Historical Background

Date of incorporation: 1989. The City is named after the Seattle-Tacoma International Airport, which it surrounds. The construction of Military Road, Des Moines Memorial Way, and Highway 99 fueled the area's gradual development up to the eve of World War II. The completion of the Seattle-Tacoma International Airport in 1944 and the rapid growth in air travel further stimulated development. The airport related economy brings in significant revenues for the city.

### Urban Center Vision

The Countywide Planning Policies and Vision 2020 emphasize the designation of “Urban Centers” in major employment centers throughout the Puget Sound Region. The presence of Seattle-Tacoma International Airport has resulted in a concentration of employment and commercial activities, which makes the City of SeaTac a significant and desirable place within which to focus future employment growth, transit linkages, and recreational opportunities.

## Urban Center Assets and Liabilities

### **Assets**

- Bow Lake is an attractive natural amenity
- Airport brings many people into the area
- Large average parcel size reduces problems with site assembly

### **Liabilities**

- Perception of airport noise seen as a nuisance
- Park and Fly lots tie up potentially developable properties
- Shape does not epitomize compact center
- Highway 99 dominates landscape; auto orientation rather than people-friendly
- Fewer amenities to attract residential demand relative to other Centers

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	352
Residential Burglaries	2005	203
Motor Vehicle Thefts	2005	4
Total Crimes (per 1,000 people)	2005	81

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	34
7 <sup>th</sup> Grade WASL scores (avg.)	2005	18
High School Graduation Rate	2005	63

## Urban Center Size Statistics

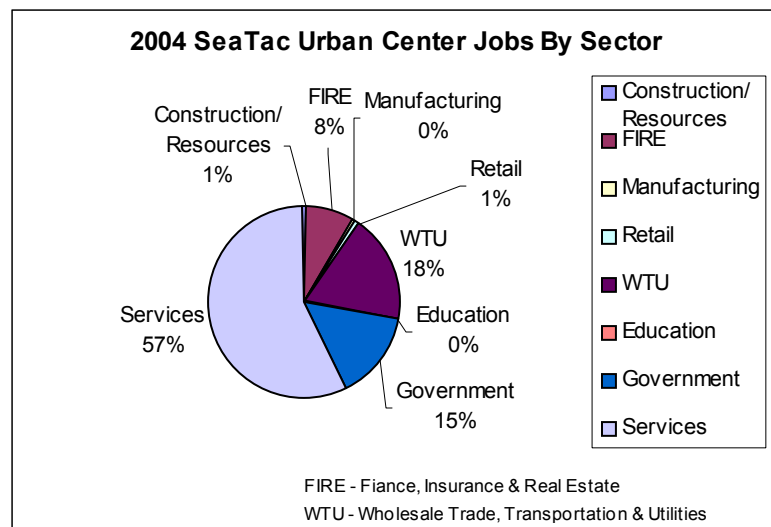
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	1,457
Urban Center Size (square miles)	2000	2.28
Number of Blocks in Urban Center	2000	59
Average Block Size (acres)	2000	21.2
Number of Parcels in Urban Center	2000	1,069
Average Parcel Size (acres)	2000	1.17

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	25,130
Urban Center Population	2004	10,700
Urban Center Population as a Percent of City Total	2004	42.58%
Urban Center Population Change 1990-2004	1990, 2004	2,228
Urban Center Population Percent Change 1990-2004	1990, 2004	26.30%
Urban Center Population Density per Square Mile	2004	4,700

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	8,055
Urban Center Total Employment Change 1995-2004	1995, 2004	991
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	14.0%
Urban Center Total Employment Change 2001-2004	2001, 2004	-1,290
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	-13.8%
Employment Density per Square Mile	2004	3,538



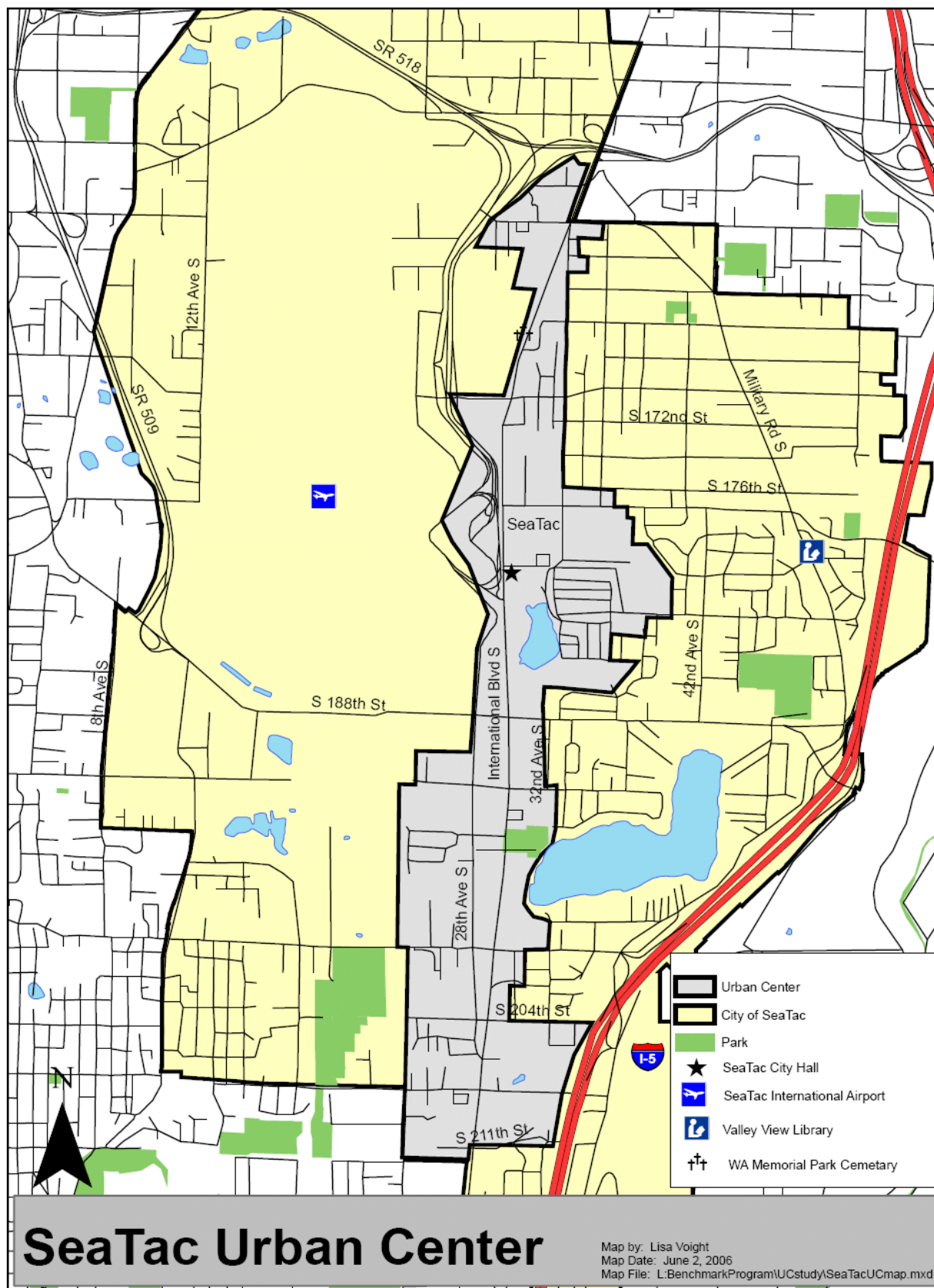
## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	3,238
Total Housing Units in Urban Center	2004	4,073
Quantity Change in Urban Center Total Housing Units	1995, 2004	835
Percent Change in Urban Center Total Housing Units	1995, 2004	26%
Housing Density (per Acre)	1995	2.22
Housing Density (per Acre)	2004	2.80

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	1.98





## Seattle Central Business District (CBD)



### Center Description

The Seattle CBD Urban Center is the focal point of the entire Puget Sound region. The Urban Center is located in the heart of Seattle on Elliott Bay, and is made up of five distinct Seattle neighborhoods: Belltown, Downtown, Denny Triangle, Pioneer Square and the International District. Each neighborhood is distinct, and each has its own share of housing and employment. Although there is some housing in the downtown section of the Center, this section is the largest employment area of any Center in King County. Recently, Belltown has developed very dense residential multi-family housing, with a lot of street

level commercial retail businesses. Victor Steinbrueck Park, Waterfront Park, Freeway Park, Kobe Terrace, Belltown Park, City Hall Park, and Occidental Park are all in the Urban Center.

### Major Transportation Features

- The Seattle CBD Urban Center is adjacent to Interstate 5 and Interstate 90
- The King Street Station Sounder Commuter Train Station is in the Urban Center, four Link Light Rail Stations are being planned in currently constructed Metro Bus Tunnel, and the Westlake Streetcar connection to South Lake Union is currently being planned
- There are multiple Metro, Sound Transit, Pierce Transit and Community Transit Buses and bus stops in the Urban Center, but no Park and Ride Lots or Transit Centers

### Historical Background

Date of incorporation: 1865. Pioneer Square was first settled in 1852, and the downtown gradually expanded northward through a series of landfills and regrades. The early economy was fueled in large part by San Francisco's demand for the area's timber, milled lumber, salted salmon, and, later, abundant soft coal. Seattle's development accelerated with construction of its first railroads in the 1870s. Then, on July 17, 1897, the steamship *Portland* docked at present-day Waterfront Park with "more than a ton of gold" and 68 suddenly rich prospectors fresh from the Klondike River. The state constructed the Alaskan Way Viaduct in the 1950s and I-5 in the early 1960s.



### Urban Center Vision

The downtown Urban Center is a mosaic of residential and mixed-use districts, regional cultural facilities, civic and retail cores. Within a preeminent Urban Center is the foundation for a vital Downtown. Respecting the unique identities of the five individual neighborhoods is as important as recognizing the powerful forces which drive a larger regional vision for Downtown. With this foundation in place, there is great potential to refine the art of living and working Downtown.



## Urban Center Assets and Liabilities

### **Assets**

- Major employment center
- The major economic, social and cultural focal point of the Puget Sound region
- Adjacent to Puget Sound waterfront
- Neighborhoods with historic appeal
- Proven marketability for both housing and business location
- “Cool” factor attracts young professionals
- The major transportation hub for the Puget Sound region

### **Liabilities**

- Relatively high crime rate
- Historic districts restrict development options
- Neighborhoods with strong cultural significance resist redevelopment

## Crime Rate - Neighborhood

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	333
Residential Burglaries	2005	154
Motor Vehicle Thefts	2005	510
Total Crimes (per 1,000 people)	2005	343

## Education – Neighborhood

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	30
7 <sup>th</sup> Grade WASL scores (avg.)	2005	39
High School Graduation Rate	2005	N/A

## Urban Center Size Statistics

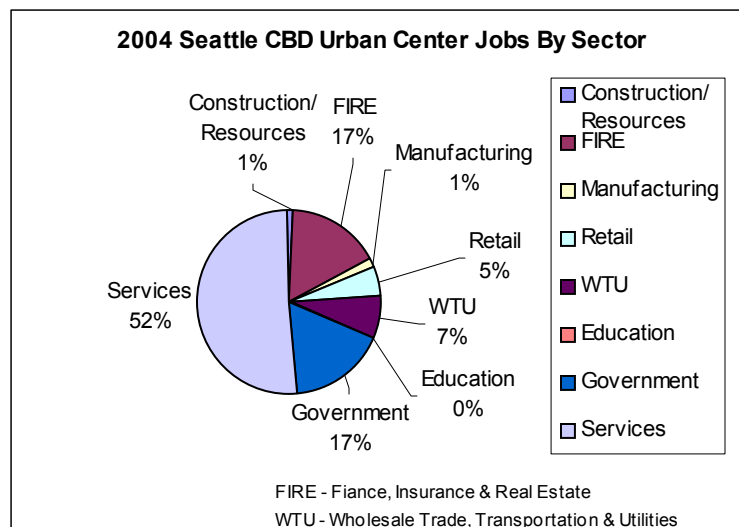
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	938
Urban Center Size (square miles)	2000	1.47
Number of Blocks in Urban Center	2000	357
Average Block Size (acres)	2000	1.5
Number of Parcels in Urban Center	2000	1,439
Average Parcel Size (acres)	2000	.37

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	572,600
Urban Center Population	2004	24,300
Urban Center Population as a Percent of City Total	2004	4.24%
Urban Center Population Change 1990-2004	1990, 2004	12,218
Urban Center Population Percent Change 1990-2004	1990, 2004	101.13%
Urban Center Population Density per Square Mile	2004	16,580

### Urban Center Employment Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Total Employment in Urban Center	2004	145,310
Urban Center Total Employment Change 1995-2004	1995, 2004	7,159
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	5.2%
Urban Center Total Employment Change 2001-2004	2001, 2004	-23,193
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	-13.8%
Employment Density per Square Mile	2004	99,145



### Urban Center Housing Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Total Housing Units in Urban Center	1995	11,345
Total Housing Units in Urban Center	2004	16,469
Quantity Change in Urban Center Total Housing Units	1995, 2004	5,124
Percent Change in Urban Center Total Housing Units	1995, 2004	45%
Housing Density (per Acre)	1995	12.09
Housing Density (per Acre)	2004	17.56

### Mix of Employment and Housing

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Jobs per Housing Unit in Urban Center	2004	8.82



## Totem Lake



### Center Description

The Totem Lake Urban Center is located in the northwest corner of Kirkland, and is bisected by Interstate 405. The Center is comprised of the Totem Lake strip mall and gray-field parking lots, Evergreen Hospital, which is the largest employer in the Center, low-density housing developments, business parks and warehouses, and other auto-oriented commercial retail businesses. Planning is currently underway to redevelop the Totem Lake Mall and construct a new Totem Lake Transit Center adjacent to both the redeveloped mall and Evergreen Hospital. Totem Lake Park, which includes Totem Lake, surrounding wetlands, and

interpretive trails, is in the Urban Center, and 132nd Square Park is adjacent to the Urban Center.

### Major Transportation Features

- The Totem Lake Urban Center is adjacent to Interstate 405
- There is no fixed transit route in the Urban Center
- The Kingsgate Park and Ride has 502 parking spaces and is served by 9 King County Metro bus routes
- The NE 116<sup>th</sup> Park and Ride has 24 parking spaces and is served by 5 King County Metro bus routes



### Historical Background

Date of Incorporation: 1905. Located on the northeastern shore of Lake Washington across the lake from Seattle, Kirkland developed as a popular bedroom community for urban commuters, originally by ferry, which eventually closed in the 1950s. Early plans for steel mill did not develop, but shipbuilding became an important industry with the completion of the Lake Washington ship canal in 1916. In 1940, the I-90 floating bridge opened just south of Bellevue, and the 520 bridge opened in the 1960s.

### Urban Center Vision

The Totem Lake Neighborhood is an attractive urban village that is welcoming to visitors and residents alike. The heart of the neighborhood includes the Totem Lake Mall, Evergreen Hospital Medical Center, regional transit facilities and higher intensity residential, retail and office uses. This central core includes a mix of medical, retail, office and housing uses in architecturally attractive buildings, formal and informal public meeting spaces, and extensive pedestrian amenities. In addition, public investments in landscaping, signage, street furniture and public art contribute to a safe and attractive pedestrian environment. Together, these public and private efforts have created an inviting sense of community.

## Urban Center Assets and Liabilities

### **Assets**

- Redevelopment of Totem Lake Mall has potential to catalyze further development
- Totem Lake is a natural asset that presents a potential focal point for redevelopment
- Large average lot size reduces need for land assembly

### **Liabilities**

- Auto-oriented commercial strip development not conducive to Urban Center vision
- Large average block size not pedestrian friendly
- Totem Lake wetland status limits buildable land

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	61
Residential Burglaries	2005	N/A
Motor Vehicle Thefts	2005	272
Total Crimes (per 1,000 people)	2005	37

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	61
7 <sup>th</sup> Grade WASL scores (avg.)	2005	64
High School Graduation Rate	2005	60

## Urban Center Size Statistics

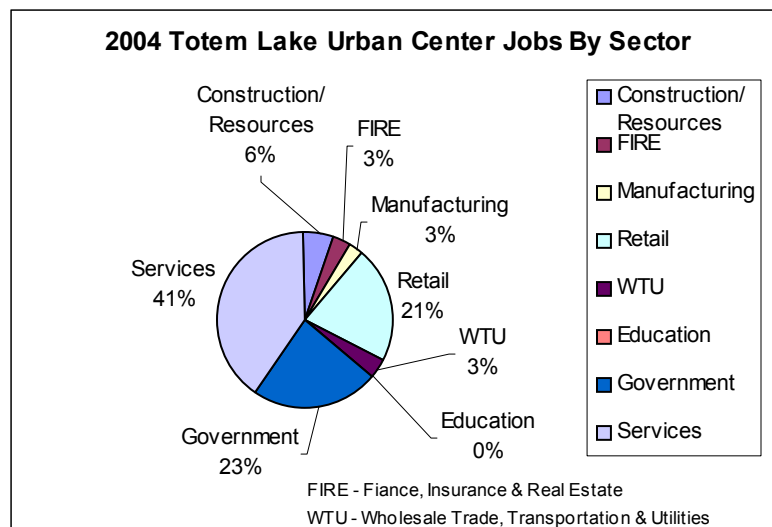
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	720
Urban Center Size (square miles)	2000	1.13
Number of Blocks in Urban Center	2000	55
Average Block Size (acres)	2000	12.8
Number of Parcels in Urban Center	2000	305
Average Parcel Size (acres)	2000	2.3

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	45,800
Urban Center Population	2004	4,400
Urban Center Population as a Percent of City Total	2004	9.61%
Urban Center Population Change 1990-2004	1990, 2004	N/A
Urban Center Population Percent Change 1990-2004	1990, 2004	N/A
Urban Center Population Density per Square Mile	2004	3,911

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	11,117
Urban Center Total Employment Change 1995-2004	1995, 2004	N/A
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	N/A
Urban Center Total Employment Change 2001-2004	2001, 2004	N/A
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	N/A
Employment Density per Square Mile	2004	9,882



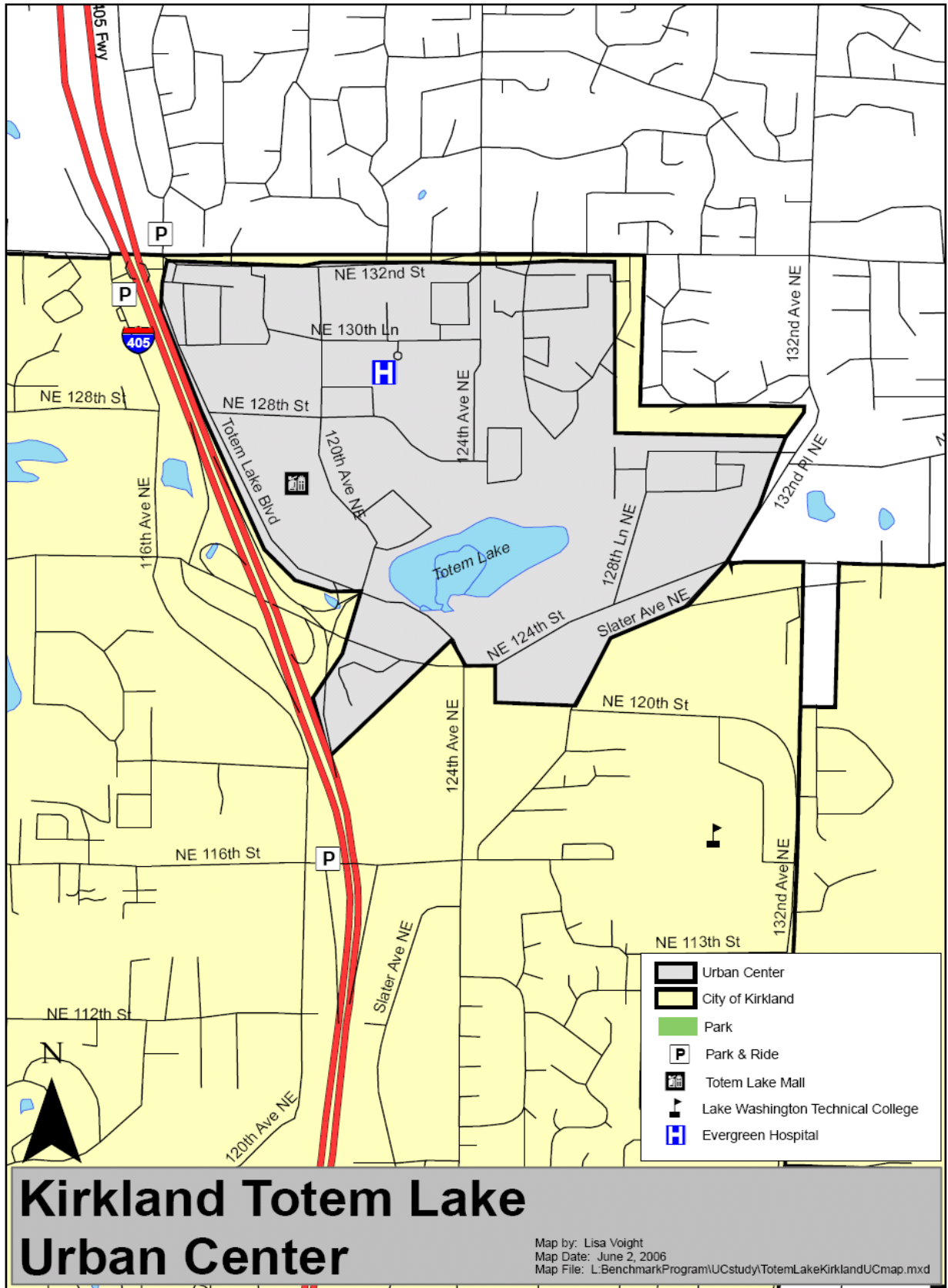
## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	N/A
Total Housing Units in Urban Center	2004	2,944
Quantity Change in Urban Center Total Housing Units	1995, 2004	N/A
Percent Change in Urban Center Total Housing Units	1995, 2004	N/A
Housing Density (per Acre)	1995	N/A
Housing Density (per Acre)	2004	4.09

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	3.78





## Tukwila



### Center Description

Tukwila's Urban Center is bordered to the west by Interstate 5 and to the north by Highway 405. The Center contains primarily auto-oriented commercial development. Retail stores represent much of the commercial land including Westfield Mall (formerly Southcenter mall), and many large retail "box stores". There are also office parks and distribution centers located in the Center. All of these commercial uses are supported by a large amount of surface parking. The City of Tukwila is looking to develop a permanent Sounder Train Station with mixed use transit oriented

development adjacent to the station, but has not identified a developer for the project as of yet. The Green River runs through the eastern section of the Urban Center, and Bicentennial Park and Christensen Greenbelt Park are located in the Center.

### Major Transportation Features

- The Tukwila Urban Center is adjacent to Interstate 5, Interstate 405, and Highway 181 (West Valley Highway)
- There is a temporary Sounder Train Station, which has 243 parking spaces and is served by 3 King County Metro bus routes, in the Urban Center
- There are some Metro Buses and bus stops in the Urban Center, but no Park and Ride Lots or Transit Centers



### Historical Background

Date of incorporation: 1908. Throughout the latter part of the nineteenth century, the Valley attracted farmers. In 1902, the Seattle-Tacoma Interurban Railway was built through the valley,, greatly suburbanizing the area by allowing commuters a chance to have a home in the country and a job in the city. In the 1960s, planning had already begun for two new highways that would cross right next to the city: I-405, which would travel around Seattle and Lake Washington, and I-5, which would run the entire length of the Pacific Coast. Taking advantage of this nexus of two highways, on July 31, 1968, Southcenter Mall opened with 116 stores built on 30 acres.

### Urban Center Vision

The vision for the Tukwila Urban Center's next 30–50 year future foresees a high-density area with regional employment, areas of high quality housing in concert with water amenities and within walking distance of the Sounder commuter rail/Amtrak station, shopping, and recreational opportunities for business people, residents, and visitors. Support for interlinked transit and pedestrian systems to supplement an improved road system is included in the future; as is the sensitive treatment of natural resources such as Tukwila Pond, Minkler Pond, and the Green River.

## Urban Center Assets and Liabilities

### **Assets**

- Natural amenities, including Green River and Tukwila Pond, present potential focal points for redevelopment
- Large average lot size reduces need for land assembly
- Transit options: commuter rail, light rail nearby, Amtrak, bus

### **Liabilities**

- Housing not allowed in urban center until 1995; unknown marketability
- Strong auto orientation; not pedestrian friendly
- Relatively high crime rate

## Crime Rate - Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	100
Residential Burglaries	2005	N/A
Motor Vehicle Thefts	2005	842
Total Crimes (per 1,000 people)	2005	213

## Education – Citywide

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	32
7 <sup>th</sup> Grade WASL scores (avg.)	2005	21
High School Graduation Rate	2005	50

## Urban Center Size Statistics

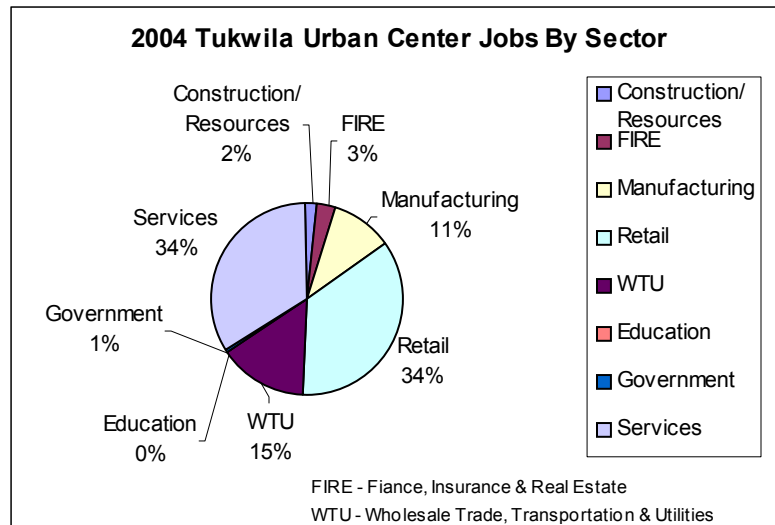
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	840
Urban Center Size (square miles)	2000	1.31
Number of Blocks in Urban Center	2000	38
Average Block Size (acres)	2000	19.6
Number of Parcels in Urban Center	2000	311
Average Parcel Size (acres)	2000	2.4

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	17,240
Urban Center Population	2004	22
Urban Center Population as a Percent of City Total	2004	0.13%
Urban Center Population Change 1990-2004	1990, 2004	22
Urban Center Population Percent Change 1990-2004	1990, 2004	N/A
Urban Center Population Density per Square Mile	2004	17

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	17,976
Urban Center Total Employment Change 1995-2004	1995, 2004	929
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	5.4%
Urban Center Total Employment Change 2001-2004	2001, 2004	1,929
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	-9.7%
Employment Density per Square Mile	2004	13,696

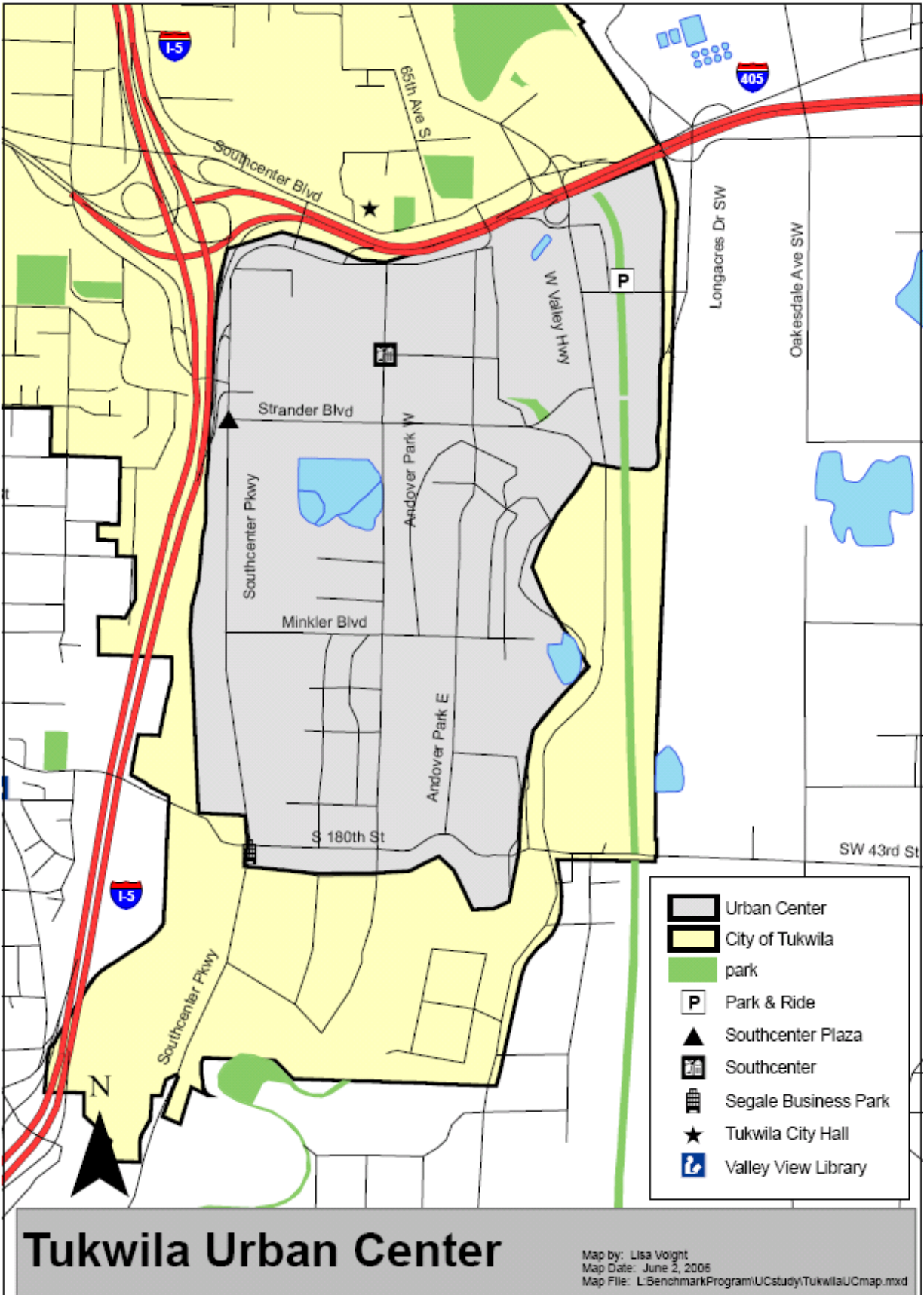


## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	11
Total Housing Units in Urban Center	2004	2
Quantity Change in Urban Center Total Housing Units	1995, 2004	-9
Percent Change in Urban Center Total Housing Units	1995, 2004	-82%
Housing Density (per Acre)	1995	.01
Housing Density (per Acre)	2004	.00

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	N/A





## University District



and walking trail are in the Urban Center.

### Center Description

The University District Urban Center, located northeast of downtown Seattle, is home to the University of Washington Campus. The University of Washington is the largest employer in the Urban Center, and it is one of the largest employers in all of King County. There are two commercial areas in the Center: University Village shopping mall, and “the Ave”, a commercial retail section along University Way between 40th and 50th Streets. The residential section of the Urban Center features mostly multi-family housing, but also includes some single-family homes.

University Playfield and the Burke-Gillman biking

### Major Transportation Features

- The University District Urban Center is adjacent to Interstate 5 and Highway 520
- There is no fixed transit route in the Urban Center, however two North Link Light Rail Sound Transit Stations are being planned
- There are multiple Metro Buses and bus stops in the Urban Center, but no Park and Ride Lots or Transit Centers



### Historical Background

Date of annexation: 1891. Connected to downtown by way of the Seattle Lake Shore & Eastern Railway in 1888, the neighborhood initially developed as a suburb of Seattle. The main stimulus for further development include the 1895 move of the Territorial University from downtown and the Alaska-Yukon-Pacific Exposition on the University of Washington campus in 1909. IN the early decades of the 20<sup>th</sup> Century, the neighborhood developed into a thriving “city within a city”. In 1956, University Village shopping mall opened.

### Urban Center Vision

The University Community will be an inviting and welcoming people-oriented urban community meeting the social, educational, residential, and commercial needs of a diverse array of people in an environmentally pleasing setting. It will offer a wide range of quality housing options to meet the needs of its diverse and growing population while retaining a sense of neighborhood and community. It will be a vital and progressive economic area and an integral part of the city and the region, acknowledging the role of the University of Washington in our regional economy and recognizing the Community’s diverse needs as well as those of the City. It will be a hub of efficient, environmentally sound multi-modal transportation serving the needs of residents, students, customers, and visitors.

## Urban Center Assets and Liabilities

### **Assets**

- Proximity to University of Washington; major economic engine and employment center
- Historic character
- Pedestrian friendly scale
- Planned LINK light rail station
- Proven marketability for housing development and business location

### **Liabilities**

- Relatively high crime rate
- Potential community resistance to redevelopment

## Crime Rate - Neighborhood

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	80
Residential Burglaries	2005	220
Motor Vehicle Thefts	2005	419
Total Crimes (per 1,000 people)	2005	183

## Education – Neighborhood

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	62
7 <sup>th</sup> Grade WASL scores (avg.)	2005	48
High School Graduation Rate	2005	N/A

## Urban Center Size Statistics

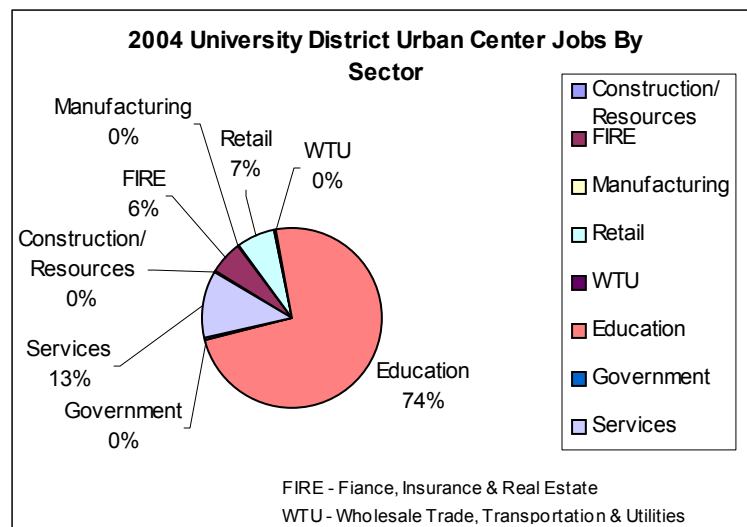
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	762
Urban Center Size (square miles)	2000	1.19
Number of Blocks in Urban Center	2000	120
Average Block Size (acres)	2000	4.9
Number of Parcels in Urban Center	2000	1,368
Average Parcel Size (acres)	2000	.43

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	572,600
Urban Center Population	2004	19,700
Urban Center Population as a Percent of City Total	2004	3.44%
Urban Center Population Change 1990-2004	1990, 2004	1,640
Urban Center Population Percent Change 1990-2004	1990, 2004	9.08%
Urban Center Population Density per Square Mile	2004	16,546

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	33,879
Urban Center Total Employment Change 1995-2004	1995, 2004	5,550
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	19.6%
Urban Center Total Employment Change 2001-2004	2001, 2004	-512
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	-1.5%
Employment Density per Square Mile	2004	28,455



## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	6,419
Total Housing Units in Urban Center	2004	7,244
Quantity Change in Urban Center Total Housing Units	1995, 2004	825
Percent Change in Urban Center Total Housing Units	1995, 2004	13%
Housing Density (per Acre)	1995	8.42
Housing Density (per Acre)	2004	9.51

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	4.68





## Uptown/Seattle Center



### Center Description

The Uptown/Seattle Center Urban Center is located north of downtown Seattle and consists of the Seattle Center Campus and the Uptown/Lower Queen Anne neighborhood. The Uptown neighborhood is both residential and commercial. Most of the residential housing consists of multi-family housing, although some single-family housing exists, while most of the commercial business is service oriented. The Seattle Center Campus provides one of the largest and most used entertainment facilities in all of King County. The campus consists of fairgrounds, the Pacific Science Center, Memorial Stadium, the Space

Needle, the Center House and other event spaces, Key Arena, Intiman and Repertory Theater groups, McCaw Hall (Seattle Opera and Ballet), the Seattle Monorail, the Experience Music Project Museum, and a small amusement park.

### Major Transportation Features

- The Uptown/Seattle Center District Urban Center is near to Interstate 5, although adjacent to no major freeway or highway
- There is no fixed transit route in the Urban Center
- There are multiple Metro Buses and bus stops in the Urban Center, but no Park and Ride Lots or Transit Centers

### Historical Background

Date of incorporation: 1865. Early settler David Denny, claimed 320 acres at the base of the hill between Lake Union and Elliott Bay. In the 1880s, Seattle began to boom with new wealth from timber, coal, and real estate, spurring development of housing and civic buildings. In 1962, homes, schools, apartments, a fire station, and whole streets disappeared to make way for the Seattle World's Fair, covering seventy-four acres, creating an important cultural and entertainment campus for the City of Seattle.

### Urban Center Vision

The Urban Village strategy tries to match growth to the existing and intended character of the city's neighborhoods. Urban Centers are the densest neighborhoods in the city and are both regional centers and neighborhoods that provide a diverse mix of uses, housing, and employment opportunities. Larger Urban Centers are divided into Urban Center Villages to recognize the distinct character of different neighborhoods within them. The Uptown/Seattle Center Urban Center is not divided into Urban Center Villages.





## Urban Center Assets and Liabilities

### **Assets**

- Proximity to CBD job center
- Seattle Center campus provides regional cultural and recreational focal point
- Diversity of amenities attractive to urban residents
- Pedestrian friendly scale, small block size
- “Cool” factor attracts young professionals
- Proven marketability for housing development and business location

### **Liabilities**

- Small lot size may require land assembly to create developable lots

## Crime Rate - Neighborhood

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Violent Crime	2005	72
Residential Burglaries	2005	257
Motor Vehicle Thefts	2005	744
Total Crimes (per 1,000 people)	2005	110

## Education – Neighborhood

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
4 <sup>th</sup> Grade WASL scores (avg.)	2005	30
7 <sup>th</sup> Grade WASL scores (avg.)	2005	39
High School Graduation Rate	2005	N/A

## Urban Center Size Statistics

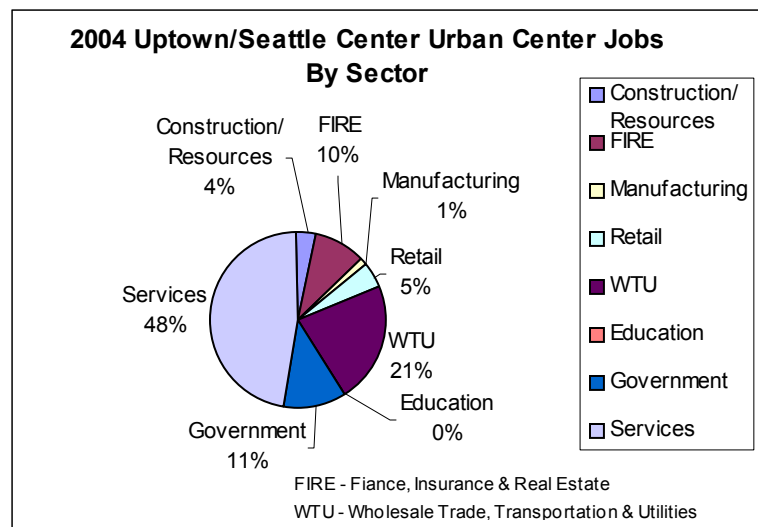
<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
Urban Center Size (acres)	2000	305
Urban Center Size (square miles)	2000	.48
Number of Blocks in Urban Center	2000	83
Average Block Size (acres)	2000	2.5
Number of Parcels in Urban Center	2000	569
Average Parcel Size (acres)	2000	.36

## Population Statistics

<b>Statistical Category</b>	<b>Data Year</b>	<b>Statistic</b>
City Population	2004	572,600
Urban Center Population	2004	5,400
Urban Center Population as a Percent of City Total	2004	0.94%
Urban Center Population Change 1990-2004	1990, 2004	1,048
Urban Center Population Percent Change 1990-2004	1990, 2004	24.08%
Urban Center Population Density per Square Mile	2004	11,331

## Urban Center Employment Statistics

Statistical Category	Data Year	Statistic
Total Employment in Urban Center	2004	12,723
Urban Center Total Employment Change 1995-2004	1995, 2004	-3,654
Percent Change in Urban Center Total Employment 1995-2004	1995, 2004	-22.3%
Urban Center Total Employment Change 2001-2004	2001, 2004	-3,518
Percent Change in Urban Center Total Employment 2001-2004	2001, 2004	-21.7%
Employment Density per Square Mile	2004	26,697



## Urban Center Housing Statistics

Statistical Category	Data Year	Statistic
Total Housing Units in Urban Center	1995	4,006
Total Housing Units in Urban Center	2004	4,964
Quantity Change in Urban Center Total Housing Units	1995, 2004	958
Percent Change in Urban Center Total Housing Units	1995, 2004	24%
Housing Density (per Acre)	1995	13.13
Housing Density (per Acre)	2004	16.28

## Mix of Employment and Housing

Statistical Category	Data Year	Statistic
Jobs per Housing Unit in Urban Center	2004	2.56



## ***Appendix D: Stakeholder Interviews***

<b>Interview Date</b>	<b>Stakeholder Interviewed</b>	<b>Department</b>	<b>Title</b>	<b>Interviewed By</b>
3/14/06	Tom Hauger	Seattle Department of Planning and Development	Manager, Comprehensive and Regional Planning	John Norris
3/14/06	Dennis Meier	Seattle Department of Planning and Development	Senior Urban Design Planner	John Norris
3/16/06	Nathan Torgelson	Kent Office of Economic Development	Economic Development Manager	John Norris & Jeremy Valenta
3/17/06	Rob Odle	Redmond Department of Planning and Community Development	Acting Planning Director	John Norris
3/17/06	Ben Wolters	Renton Department of Economic Development, Neighborhoods and Strategic Planning	Economic Development Director	John Norris
3/22/06	Ray Moser	King County Office of Business Relations and Economic Development	Economic Development Officer	John Norris
3/27/06	Paul Kraus	Auburn Department of Planning and Community Development	Planning Director	Jeremy Valenta
3/27/06	Michael Scarey	SeaTac Department of Planning and Community Development	Senior Planner	Jeremy Valenta
3/27/06	Tim Attebury	Master Builders Association of King County	King County Manager	Jeremy Valenta
3/28/06	Kathy McClung	Federal Way Department of Community Development	Community Development Director	John Norris
3/28/06	Eric Shields	Kirkland Department of Planning and Community Development	Planning Director	John Norris
4/2/06	Steve Lancaster	Tukwila Department of Community Development	Community Development Director	Jeremy Valenta
4/2/06	Lynn Miranda	Tukwila Department of Community Development	Senior Planner	Jeremy Valenta
4/7/06	Jim Potter	Kauri Investments Ltd.	Chairman	Jeremy Valenta
4/12/06	Richard Loman	Burien Department of Economic Development	Economic Development Director	John Norris

## **Interview Questions**

### **Planning Director Interview Questions:**

#### **Current and Future Development -**

- Is the city realizing any of its development plans as described in its Comprehensive Plan? Are there any specific projects that will be commencing in the next year or two?
- What are the key developments that have occurred, are occurring, or will occur in the Urban Center? These are developments that may spur additional development, provide a focal point to the center, etc. Could be an Open Space, Infrastructure Improvements, Transportation Hub, Municipal Campus, Retail Center, etc.
- Has the city, or will the city in the future, collaborate with any partners (Business Entities, Developers, Other Local Governments or Planning Agencies) to develop any of these key developments?
- How do you feel about the progress of your urban center in attracting housing development and employment away from non-center areas?
- What is your sense of the level of commitment to the urban center vision and strategy by various entities in your city, including elected leadership?

#### **Factors of Development -**

- What are some of the assets of your urban center that you think are attractive to housing and economic development? Why?
- What are some of the liabilities of your urban center that might discourage housing and economic development? Why?
- What tools has the city used to incentivize housing development in the Urban Center? Commercial development? Economic Development?
- What types of commercial development is the city courting in the Urban Center? Is it primarily office space? Other commercial development?
- What were the key decisions that made development projects possible (for example: did you make a key infrastructure investment? Did a key private sector participant partner on a project?)? Was there a “make-it-or-break-it” point in the development of your Urban Center?
- In addition to measuring changes in jobs and housing within the urban centers, are there other appropriate quantitative/qualitative measures to gauge the health of an Urban Center?



## **Economic Development Manager Interview Questions:**

### **Vision and Strategy -**

- What is the Urban Center's vision and strategy regarding employment in the future?
- Is there a specific employment sector that is being targeted in your vision?
- What types of tools are used to draw to employers to the Urban Center?

### **Current and Future Development -**

- What are the major employment sectors in the Urban Center?
- Who are the largest employers in the Center?
- Have most of the employers in the Urban Center been around for a long time, or have some recently located in the Urban Center?
- What tools in the economic development strategy have been successful in bringing these employers to the Urban Center?
- Are there any employers that you are currently targeting to see if they would locate in the Urban Center?

### **Factors of Development -**

- What do you feel employers are looking for in a region when determining whether or not to locate there? Cost of living? Quality of life? Education level of workforce? Tax package? Agglomeration of similar firms?
- What do you feel employers are looking for in a specific location when determining whether or not to locate there?
- What sorts of public amenities do you feel influences employment growth? Are those amenities in place in this Urban Center? If not, do you have plans to develop those amenities?
- What tools has the city used to incentivize Employment Growth in the Urban Center?

## ***Appendix E: List of Useful Websites***

- **City of Auburn, Economic Development -**  
[http://www.ci.auburn.wa.us/index.asp?Type=B\\_BASIC&SEC={A3397E5B-59FB-4C6A-87D5-C874643C1D24}](http://www.ci.auburn.wa.us/index.asp?Type=B_BASIC&SEC={A3397E5B-59FB-4C6A-87D5-C874643C1D24})
- **City of Bellevue Economic Development Program -**  
<http://www.ci.bellevue.wa.us/page.asp?view=4516>
- **City of Burien, Economic Development -**  
<http://www.ci.burien.wa.us/business/newhomepage.htm>
- **City of Federal Way, Economic Development -**  
<http://www.cityoffederalway.com/Page.aspx?view=5>
- **City of Kirkland, Economic Development -**  
<http://www.ci.kirkland.wa.us/Business.htm>
- **City of Kent Office of Economic Development -**  
<http://www.ci.kent.wa.us/economicdevelopment/index.asp>
- **City of SeaTac Economic Development Program -**  
<http://www.ci.seatac.wa.us/services/economicdevelopment.htm>
- **City of Seattle Office of Economic Development -**  
<http://www.ci.seattle.wa.us/EconomicDevelopment>
- **City of Redmond, Economic Development -**  
<http://www.ci.redmond.wa.us/aboutredmond/resources/default.asp>
- **City of Renton Economic Development Division -**  
<http://www.ci.renton.wa.us/ednsp/econdevdiv.htm>
- **City of Tukwila, Economic Development -**  
<http://www.thinktukwila.com>
- **Communities Count: Social and Health Indicators Across King County -**  
<http://www.communitiescount.org>
- **Congress for the New Urbanism -**  
<http://www.cnu.org>
- **HistoryLink -**  
[http://www.historylink.org/this\\_week/index.cfm](http://www.historylink.org/this_week/index.cfm)

- **The Housing Partnership -**  
<http://web.smartchannels.net/HousingPartnership/Homepage/>.
- **King County Annual Growth Reports -**  
<http://www.metrokc.gov/budget/agr>
- **King County Benchmark Reports -**  
<http://www.metrokc.gov/budget/benchmrk>
- **King County Office of Business Relations and Economic Development -**  
<http://www.metrokc.gov/exec/bred>
- **King County Comprehensive Plan -**  
<http://www.metrokc.gov/ddes/compplan>
- **King County Growth Management Planning Council (includes links to King County Countywide Comprehensive Plan and Buildable Lands Evaluation Report) -**  
<http://www.metrokc.gov/DDES/gmpc/index.shtm>
- **King County Transportation Department, Transit Oriented Development -**  
<http://www.metrokc.gov/kcdot/tod>
- **Local Government Commission -**  
<http://www.lgc.org>
- **Municipal Research and Services Center of Washington -**  
<http://www.mrsc.org>
- **New Urbanism.org**  
<http://www.newurbanism.org>
- **National Congress for Community Economic Development -**  
<http://www.ncced.org/>
- **Puget Sound Regional Council -**  
<http://www.psrc.org>
- **Smart Growth Online -**  
<http://www.smartgrowth.org>
- **Sound Transit -**  
<http://www.soundtransit.org>

- **Urban Land Institute -**  
<http://www.uli.org>
- **Washington State Department of Community, Trade and Economic Development (CTED) -**  
<http://www.cted.wa.gov>
- **Washington State Growth Management Hearings Boards -**  
[http://www.gmhb.wa.gov/board\\_role/index.html](http://www.gmhb.wa.gov/board_role/index.html)

## ANNOTATED BIBLIOGRAPHY

- **Puget Sound Planning/Growth Management Resources**
- **Puget Sound Urban Center Resources**
- **Job Development Resources**
- **Housing Development Resources**
- **Other Development Resources**
- **New Urbanist/Successful Urban Center Resources**

### **Puget Sound Planning/Growth Management Resources**

City of Auburn Planning and Community Development Department. Comprehensive Plan. City of Auburn, Washington. December 2005.

Outlines the city's goals and policies for planning and development.

City of Bellevue Department of Planning. Downtown Subarea Plan. City of Bellevue, Washington. November 2004.

Subarea Plan from the Bellevue Comprehensive Plan that outlines the city's goals and policies for planning and development.

City of Burien Community Development Department. Comprehensive Plan. City of Burien, Washington. December 2003.

Outlines the city's goals and policies for planning and development.

City of Federal Way Department of Community Development Services. Comprehensive Plan: Chapter 7 – City Center. City of Federal Way, Washington. 2003.

City Center chapter from the Federal Way Comprehensive Plan that outlines the city's goals and policies for planning and development.

City of Kirkland Planning and Community Development Department. Comprehensive Plan: Chapter XV.H. - The Totem Lake Neighborhood Plan. City of Kirkland, Washington. January 2002.

Totem Lake Neighborhood chapter from the Kirkland Comprehensive Plan that outlines the city's goals and policies for planning and development.

City of Redmond Planning and Community Development Department. Comprehensive Plan: Downtown Element. City of Redmond, Washington. 2004.

Downtown Redmond section from the Redmond Comprehensive Plan that outlines the city's goals and policies for planning and development.



City of Renton The Department of Economic Development, Neighborhoods, and Strategic Planning. Comprehensive Plan. City of Renton, Washington. November 2004.

Outlines the city's goals and policies for planning and development.

City of SeaTac Department of Planning and Community Development. Comprehensive Plan. City of SeaTac, Washington. December 2002.

Outlines the city's goals and policies for planning and development.

City of Seattle Department of Planning and Development. Comprehensive Plan. City of Seattle, Washington. January 2005.

Outlines the city's goals and policies for planning and development.

City of Tukwila Department of Community Development. Comprehensive Plan: Tukwila Urban Center. City of Tukwila, Washington. November 2004.

Tukwila Urban Center section from the Tukwila Comprehensive Plan that outlines the city's goals and policies for planning and development.

Downs, Anthony. 1999. Some Realities about Sprawl and Urban Decline. Housing Policy Debate 10, 4: 955-974.

Perspectives on the complexities of urban sprawl, and the problems it creates.

Downs also outlines policy interventions directed at specific problems associated with sprawl and their rationale.

Growth Management Planning Council. King County Countywide Planning Policies. King County Department of Development and Environmental Services. June 2005.

Document mandated by the Washington State Growth Management Act that provides guidance to cities within King County about planning and land use policies.

Growth Management Planning Council. 2006. King County Department of Development and Environmental Services. Retrieved January 25, 2006.

<http://www.metrokc.gov/ddes/gmpc/index.shtm>

Website of the Growth Management Planning Council, which provides a lot of resources, including the Countywide Planning Policies

Hanson, Susan. "The Context of Urban Travel". The Geography of Urban Transportation. New York: Guilford, 2004.

Describes recent trends in urban transportation and defines the core concepts of accessibility and mobility. Hanson describes the changes in urban travel related especially to employment, and introduces the policy factors that have influenced transportation in the US.

King County Office of Management and Budget. King County Annual Growth Report. 2005.

Yearly report detailing various growth factors in King County, including population data, housing data, employment data, city profiles, and unincorporated area profiles.

King County Office of Management and Budget. King County Benchmarks Land Use Bulletin. Metropolitan King County Countywide Planning Policies Benchmark Program. 2005.

Yearly bulletin that provides data and analysis concerning land use in King County.

King County Office of Management and Budget. King County Buildable Lands Evaluation Report. 2002.

Report that determines the amount of land suitable for urban development and its capacity for growth in King County based upon measurement of five years of actual development activity.

Makers Architecture and Urban Design, BRW, Property Counselors, Langlow Associates and the City of Kent Planning Services Office. City of Kent Downtown Strategic Action Plan. City of Kent, Washington. April 2005.

The City of Kent Downtown Strategic Action Plan pursues the citizens' vision for its urban center, as described in the City of Kent Comprehensive Plan. By translating the Comprehensive Plan's general objectives into a redevelopment strategy consisting of an integrated set of civic actions, the Downtown Strategic Action Plan serves as a basis for developing the urban center and implementing the Comprehensive Plan.

Puget Sound Regional Council. Prosperity Partnerships. 2005. Retrieved April 10, 2006. Website: <http://www.prosperitypartnership.org>.

Regional economic development strategy that is supported by a coalition of over 150 government, business, labor and community organizations from King, Kitsap, Pierce, and Snohomish counties.

Puget Sound Regional Council. Puget Sound Milestones. 2005.

Growth management by the numbers: population, household, and employment growth targets in the central Puget Sound region.

Puget Sound Regional Council. Vision 2020 Update: What's Next. 2004.

Outlines PSRC's long-range growth management, economic, and transportation strategies.

Washington State Growth Management Act, Chapter 36.70A RCW. 2006. Washington State Legislature. Retrieved January 25, 2006. Website: <http://search.leg.wa.gov/wslrcw/RCW%20%2036%20%20TITLE/RCW%20%2036%20.%2070A%20CHAPTER/RCW%20%2036%20.%2070A%20chapter.htm>

Washington State legislation that is the foundation for growth management in Washington State and the Urban Growth Boundary in King County.

## **Puget Sound Urban Center Resources**

Dugan, Mary Michaellyn. Managing Growth: Regional Trends in Urban Center Development in Suburban King County. Degree Project for the Masters of Public Administration Program, University of Washington. 2002.

Analyzing the suburban King County urban centers, this study found a series of trends among those cities that have attracted investment and trends among those that have not. In summary, the study found that the major factors influencing development among the suburban King County urban centers were the presence of natural assets and pedestrian friendly amenities prior to development and the demand for multifamily housing.

Jennings, Jill Renee. Managing Growth Through Urban Centers: The Experiences of Downtown Tacoma and Kent. Degree Project for the Masters of Public Administration Program, University of Washington. 2003.

This paper was done in conjunction with the Vasche and Raker papers to constitute a single research project. Using downtown Tacoma and Kent as case studies, this paper analyzed urban centers against smart growth principles including: range of housing type, mix of land uses, pedestrian friendliness, open spaces, compact development, and transportation.

Puget Sound Regional Council. Center Plan Checklist. Spring 2003.

Following its *Central Puget Sound Regional Growth Centers - 2002* monitoring report and by direction of the Regional Council's Growth Management Policy Board, PSRC provided a checklist for RGC planning. The checklist provides information on the Growth Management Act and PSRC VISION 2020 and Destination 2030 requirements, broken down by categories including center plan concept, land use, housing, transportation, public facilities, parks and open space, air quality, and monitoring.

Puget Sound Regional Council. Central Puget Sound Regional Growth Centers. Puget Sound Milestones. 2002.

This study focuses on the region's response to VISION 2020's key goal of focusing development in urban growth areas and increasing the portion of the regional job and housing growth into the regional growth centers (urban centers). Case studies of each of King County's urban centers supported the study's key findings.

Puget Sound Regional Council. Designation Criteria for Regional Growth and Manufacturing Industrial Centers. June 2003.

Following its approval of the *Central Puget Sound Regional Growth Centers - 2002* monitoring report, the Growth Management Policy Board recommended

new designation and evaluation criteria for Regional Growth Centers. The evaluation and designation criteria “will only apply to proposed new regional growth and manufacturing industrial centers. Although there has been discussion that the reevaluation of existing centers could occur as part of a comprehensive VISION 2020 update in a process that will be determined by the Growth Management Policy Board, existing regional growth and manufacturing industrial centers are not subject to these criteria at this time.”

Puget Sound Regional Council. Developing Your Urban Center: A Step-by-Step Approach. May 1996.

This manual helps policy makers and local stakeholders organize around a clear vision, strong partnerships and a solid plan of action to shape their communities. It identifies 10 situational assessments to help cities evaluate issues that affect Center development, recommending both qualitative and quantitative strategies for evaluating development circumstances.

Puget Sound Regional Council. Development Toolkit: Success Stories from the Regional Growth Centers. August 2003.

Following its *Central Puget Sound Regional Growth Centers- 2002* monitoring report, this study focuses on understanding why/how some centers have been “successful in attracting growth” by finding common themes or strategies that may be replicated with other jurisdictions. This study focused on six urban centers: Bellevue, Bremerton, Everett, Kent, Renton, and Tacoma Downtown, as was informed by the Raker, Vasche and Jennings papers.

Raker, Jeffrey W. Urban Centers Development Toolkit Project: Everett and Renton Regional Growth Centers. Puget Sound Regional Council. 2003.

This paper was done in conjunction with the Vasche and Jennings papers to constitute a single research project. Using Everett and Renton as case studies, the paper highlighted their lessons learned, making the recommendations to the planning and policy communities to encourage further growth in these and other centers.

Vasche, Jennifer Ann. Managing Growth Through Urban Centers: The Experiences of Bellevue and Bremerton. Degree Project for the Masters of Public Administration Program, University of Washington. 2003.

This paper was done in conjunction with the Raker and Jennings papers to constitute a single research project. Done as background research to support PSRC’s update of VISION 2020 and Development Toolkit, this paper identifies lessons learned by the cities of Bellevue and Bremerton in the development of their urban centers.

### **Job Development Resources:**

Blakely, Edward J. and Ted K. Bradshaw. Planning Local Economic Development: Theory and Practice. California: Sage Publications. 2002.

Overview of economic development and community economic development strategies and practices. Includes chapters on concepts and theories of economic development planning economic development, selecting economic development strategies, business development, and human resource development.

Cervero, R. and J. Landis. 1995. "The Transportation-Land Use Connection Still Matters," Access 7. Pages 2-10.

Study that found a strong correlation between heavy rail transit stops and the development of high-density centers in the Bay Area of California, which provides evidence of the effectiveness of transit oriented development (TOD).

Cohen, Natalie. "Business Location Decision-Making and Cities: Bringing Companies Back." Working Paper prepared for the Brookings Institution Center on Urban and Metropolitan Policy. April 2000. Retrieved February 17, 2006. Website:

<http://www.brookings.edu/es/urban/cohen.pdf>

Working Paper of firm location decisions to cities. What factors influence firms to locate in specific cities, or in cities rather than suburban or rural locations. Also, what tools can cities use to incentivize firm location in a specific city. This article is more about "location decision-making" rather than "site decision-making". A location is a city or region, whereas the site would be the area within the location that the firm would occupy. Because much of the factors have to do with educational level or the work force, permitting, etc., these are more factors and tools for cities, rather than urban centers themselves.

Glaeser, Edward, L. "The Economics of Location-Based Tax Incentives." Harvard Institute of Economic Research, Discussion Paper Number 1932. Harvard University. November 2001. Retrieved March 4, 2006. Website:

<http://post.economics.harvard.edu/hier/2001papers/HIER1932.pdf>

This paper provides a good overview of why cities try to attract firms to locate in their jurisdiction with tax incentives, and what those tax incentives mean economically.

Kroll, Cynthia and John Landis. "Housing Prices, Other Real Estate Factors and the Location Choice of Firms." Fisher Center for Real Estate and Urban Economics, University of California, Berkeley. 1990. Retrieved March 4, 2006. Website:

<http://repositories.cdlib.org/cgi/viewcontent.cgi?article=1022&context=iber/fcreue>

This is a paper about what factors pull firms to locate in various locations. Although the study originally focused on the effect of housing prices on firm location choice, it found that the effect of the availability and cost of commercial space for firms may far outweigh housing costs in firm location decisions.

Although this is an older article, I feel that it is still valuable for our research.

The Local Government Coalition. Ahwahnee Principles for Economic Development. 2004. Retrieved February 17, 2006. Website:

[http://www.lgc.org/ahwahnee/econ\\_principles.html](http://www.lgc.org/ahwahnee/econ_principles.html)

Guidelines of sustainable Economic Development practices. "Prosperity in the 21st Century will be based on creating and maintaining a sustainable standard of living and a high quality of life for all. To meet this challenge, a comprehensive new model is emerging which recognizes the economic value of natural and human capital. Embracing economic, social, and environmental responsibility, this approach focuses on the most critical building blocks for success, the community and the region."

National Association of Counties. "Incentives: Good Business Practice or Bad County Policy?" Business Incentives. March 29, 1999. Retrieved Feb. 17, 2006. Website: [http://www.naco.org/cnews/1999/99-3-29/hot\\_topics3.pdf](http://www.naco.org/cnews/1999/99-3-29/hot_topics3.pdf)

This is an article about tax incentives that Counties often give to employers as economic development incentives so that employers will locate in their county. However, the article states that, "it's important to remember your county's strengths when considering incentives. If a company is considering your county it's because you're on a short list of locations with everything they need. Incentives play such a small role in how businesses make up their minds on where to locate".

Pastor Jr., Manuel, Peter Dreier, J. Eugene Grigsby III, and Maria Lopez-Garza. Regions That Work: How Cities and Suburbs Can Grow Together. Minneapolis: University of Minnesota Press. 2000.

"This book offers a new vision for regionalism based on community and equity. Building on the interdependence thesis of cities and suburbs, and on an asset-based approach to community development, the core of their argument is a "win-win" scenario: that metropolitan regions would benefit from reducing poverty and that poor communities would gain from better integration into the regional economy." – Lalitha Kamath, APA Review, Spring 2002

Pryne, Eric. "Seattle ranks as nation's best-educated big city". Seattle Times. April 11, 2006. Retrieved April 12, 2006. Website: [http://seattletimes.nwsourc.com/html/localnews/2002923946\\_cities11m.html](http://seattletimes.nwsourc.com/html/localnews/2002923946_cities11m.html)

Local article identifying Seattle as the most educated city in the United States based on the percentage of residents with a bachelors degree or higher.

Scafidi, Benjamin, William Joseph Smith and Mary Beth Walker. "Are Small Urban Centers Magnets for Economic Growth." FRP Report No. 66. Georgia State University, Andrew Young School of Policy Studies. December 2001. Retrieved February 9, 2006. Website: <http://frp.aysps.gsu.edu/frp/frpreports/report66/rpt66text.pdf>

This report addresses two questions regarding economic growth for small urban centers: to what extent do small urban centers impact job growth in their home counties and to what extent do small urban center impact job growth in neighboring counties.



## Housing Development Resources

Blaesser, Brian, Michael Giaimo and Janet Sterns. "Best Practices to Encourage Infill Development". A White Paper Prepared for the National Association of Realtors. December 2002. Retrieved February 6, 2006.

[http://www.realtor.org/SG3.nsf/files/infilldevelopment.pdf/\\$FILE/infilldevelopment.pdf](http://www.realtor.org/SG3.nsf/files/infilldevelopment.pdf/$FILE/infilldevelopment.pdf)

A white paper that identifies barriers to infill development and recommends actions for overcoming these barriers in light of best practices that have been implemented across the country. Best practices included for site acquisition and assembly, tax incentives, regulatory incentives, and financing programs.

Calthorpe, Peter and William Fulton. The Regional City: Planning for the End of Sprawl. Washington: Island Press, 2001.

Problems of sprawl may be solved by transit-oriented development (TOD) whereby transit stops become the focus of new mixed-use development. Calthorpe and Fulton call for rebuilding suburban strip commercial areas, dead mall sites, and other "greyfields" into compact, walk-able and diverse urban communities. The text presents policies and design principles required for urban transformation, and provides three examples, including the Seattle region. Includes a description of the urban "center" concept and its importance.

ECONorthwest with Johnson Gardner. Metro Urban Centers: An Evaluation of the Density of Development. July 2001. Retrieved June 1, 2006. Website: [http://www.metro-region.org/library\\_docs/land\\_use/centersreport.pdf](http://www.metro-region.org/library_docs/land_use/centersreport.pdf).

Provides an economic analysis of what causes lower density development within the Metro Urban Growth Boundary, and what policies are available to increase densities. The report determines that the main cause of underbuilding is the high cost of development relative to land values and market rates of return.

Enger, Susan. Infill Development: Strategies for Shaping Livable Neighborhoods. Seattle: Municipal Research Service Center, June 1997. Retrieved June 1, 2006. Website: <http://www.mrsc.org/Publications/infill1.pdf>

This handbook describes promising strategies and provides examples of programs local jurisdictions can use to encourage infill development. It includes strategies to make it more feasible for developers to do infill development and to make infill development more appealing to existing and potential residents. Includes a checklist for successful infill development.

Farris, J. Terrance. "The Barriers to Using Infill Development to Achieve Smart Growth". Housing Policy Debate, 12 (1). 2001. Fannie Mae Foundation. Retrieved February 2, 2006. Website: [www.fanniemae.foundation.org/programs/hpd/pdf/hpd\\_1201\\_farris.pdf](http://www.fanniemae.foundation.org/programs/hpd/pdf/hpd_1201_farris.pdf) Identifies practical barriers to urban infill development, including land assembly and infrastructure costs, unwillingness to condemn, regulatory policies, complexities of public-private partnerships, excessive risks, local resistance, and political constraints.

Filling in the Spaces: Ten Essentials for Successful Urban Infill Housing. November 2003. The Housing Partnership. Retrieved February 5, 2006. Website: <http://web.smartchannels.net/HousingPartnership/Homepage>  
Paper on the essential elements of successful urban infill housing.

MacLaran, Andrew, ed. Making Space: Property Development and Urban Planning. London: Arnold, 2003.

MacLaran outlines the role of the private sector property development industry in creating urban space, including the industry's major agents and actors, motivations and modes of operation, relationships, and struggle to profit. Also addresses the role of government intervention at the local level to guide, support or hinder development, including recent trends to proactively support development interests to induce urban regeneration. Presents 6 case studies that investigate the ways in which urban planning has sought to increase redevelopment.

Miles, Mike, Gayle Berens and Marc Weiss. Real Estate Development: Principles and Practices. Washington: ULI, 2000.

This textbook outlines how the real estate development process works. Using an eight-stage model of the development process, the authors explain idea conception, feasibility, planning, financing, market analysis, contract negotiation, construction, and asset management. The book's ongoing case studies of an office and multifamily development provide realistic examples.

Mixed Use Housing in Urban Centers. 2000. The Housing Partnership. Retrieved February 5, 2006. Website:

<http://web.smartchannels.net/HousingPartnership/Homepage/>

Asserts that it is not enough for municipalities to zone land for mixed-use development and then wait for the market to catch up. To ensure an adequate supply of housing, local governments can attract development, but need to understand the financial and management challenges of mixed-use development. Draws on local (King County) lessons from the recent past that can help policy makers encourage successful mixed-use development.

Moulton, Jennifer, "Ten Steps to a Living Downtown", a discussion paper prepared for the Brookings Institution on Urban and Metropolitan Policy, October 1999, Retrieved May 15, 2006. Website: <http://www.brookings.edu/es/urban/Moulton.PDF>

Moulton notes that, while a strong economy and market demand are necessary for a residential downtown to thrive, city governments can facilitate rather than impede the working of these forces. She draws from the example of the city of Denver in describing ten steps that city officials and others can take to create a thriving, livable downtown.

Paumier, Cyril B. Designing the Successful Downtown. Washington D.C.: The Urban Land Institute, 1988.

Outlines planning and design principles that can serve as the foundation for defining development programs for medium- and small-sized cities, with an emphasis on promoting a diverse market and a distinctive sense of place.

Riche, Martha Farnsworth. "The Implications of Changing US Demographics for Housing Choice and Location in US Cities" discussion paper prepared for the Center on Urban and Metropolitan Policy, Brookings Institution, March 2001. Retrieved May 5, 2006. Website: <http://www.brookings.edu/es/urban/riche/riche.pdf>

This paper examines how the country's demographic trends will impact preferences for housing choices and residential location in the future, particularly for cities and metropolitan areas.

Robinson and Cole. "Best Practices for Encouraging Infill Development", a white paper prepared for the National Association of Realtors, December 2002. Retrieved June 1, 2006. Website:

[http://www.realtor.org/SG3.nsf/files/infilldevelopment.pdf/\\$FILE/infilldevelopment.pdf](http://www.realtor.org/SG3.nsf/files/infilldevelopment.pdf/$FILE/infilldevelopment.pdf)

Analyzes the advantages and disadvantages of different approaches to encouraging infill development, including site acquisition and assembly, financing techniques, brownfield sites, tax incentives, and land use controls.

Strategies for Successful Infill Development. April 2001. Northeast Midwest Institute and Congress for New Urbanism. Retrieved February 5, 2006. Website:

<http://www.nemw.org/infillbook.htm>.

Proposes infill development as a solution to the problems of sprawl, and recommends strategies to plan and implement successful projects. The book also outlines obstacles and provides case studies that have demonstrated successful strategies.

Suchman, Diane R. Developing Successful Infill Housing. Washington DC: Urban Land Institute, 2002.

Provides a detailed look at how smart growth principles have been put into practice in redeveloping urbanized areas. Suchman examines factors that influence urban infill development, considers opportunities for future development, offers tools for developers and policy makers, and presents case studies of successful infill projects.

Tomalty, Ray. "Residential Intensification Case Studies: Municipal Initiatives". Canada Mortgage and Housing Corporation. 2003.

"Intensification" includes infill development, redevelopment, adaptive reuse, and addition of residential units to existing buildings. This study profiles successful Canadian examples of municipal initiatives that have helped to overcome obstacles to "intensification" and produced concrete results.

## Other Development Resources

City of Seattle. "Parking Requirement Reductions Would Strengthen Urban Centers." DPD News. March 9, 2005. Retrieved January 26, 2006. Website: <http://www.ci.seattle.wa.us/dclu/news/20050309a.asp>

A current proposal to amend minimum residential parking requirements in several Seattle neighborhoods is a key component in efforts underway to strengthen urban centers by supporting transit use, promoting pedestrian-friendly environments, and increasing affordable housing options. These changes will provide a significant benefit for housing development. Parking is a substantial cost driver when constructing new housing and recent Census data shows that these neighborhoods have lower average residential parking demand than the current minimum parking requirement.

Gratz, Roberta Brandes, with Norman Mintz. "To Market, to Market". Cities Back from the Edge: New Life for Downtown. New York: Wiley and Sons, 1998. Pages 209-231.

Gratz describes how farmers markets and public markets are successful tools for strengthening or regenerating downtowns of any size. Markets bring people together, attract people to an area, support a local economy, support local farms, and reflect local character.

Levine, Jonathan. Zoned Out: Regulation, Markets, and Choices in Transportation and Metropolitan Land Use. Washington: Resources for the Future, 2006.

Levine contends that demand exists for compact, mixed-use development with access to transportation, but developers are "zoned out" and not able to provide for consumer demand, asserting that sprawl is a result of "planning failure" rather than "market failure". Planning interventions such as zoning ordinances that limit density have created sprawl; more planning interventions may be misguided. Instead, policy reformers should focus on lifting regulatory barriers to compact mixed-use development to increase choice in transportation and land use.

Nave, Jeffery C. "Tax Increment Financing (Again)." Municipal & Public Finance News. Foster, Pepper & Shefelman PLC. Spring 2002.

This article summarizes the Washington State TIF (Tax Increment Financing) Act, and provides a Q&A on the law and what cities and counties are allowed to do under the law. TIF (designated in Washington State as "community revitalization financing") is a financing mechanism that allows a local government to "trap" increased property tax revenue resulting from the growth of assessed value within an increment area. This tax revenue services debt issued to finance public improvements that spur private development with the increment area. This is a very helpful resource in understanding this tool that cities and counties can use.

Reich, Jay and Deanna L. Gregory. Land Assembly and Disposal by Cities. Preston Gates and Ellis. No Date.

This is an overview of tools available to cities to assemble and sell land to developers for economic development purposes. Article touches on various financing mechanisms (TIF, LIS) and issues with "lending credit" to private developers, which is unconstitutional in Washington State.

Selby, Douglass P. and Claire Hunter. "Tax Increment Financing: How Public-Private Partnerships Are Financing Urban Redevelopment." Real Estate Finance New York Vol. 21, Iss. 2, August 2004. p.3-7 (5 pp.). Retrieved January 23, 2006. Website: <http://proquest.umi.com/pqdweb?did=717820421&Fmt=3&clientId=8991&RQT=309&VName=P>

This article describes a new urbanist village that was constructed in Atlanta, GA, called Atlantic Station, and describes that public mechanism that was used to construct it, Tax Increment Financing. According to the article, TIF financing benefits communities by: 1. redeveloping economical depressed or physically blighted areas, 2. attracting businesses that otherwise would not have located in the community, 3. enticing developers to redevelop brown-fields and abandoned sites, and 4. improving the overall quality of life in the community and neighboring localities.

Washington Alliance for a Competitive Economy. "2003 Economic Incentives Case Study: Keeping and Attracting Businesses". Association of Washington Business. 2006. Retrieved April 9, 2006. Website: <http://www.awb.org/otherissues/competitiveness/2003reportincentives.asp>

This is an article that discusses using tax breaks and other economic incentives in Washington State as compared to other states, and some of the challenges in Washington State with these incentives given the legal and regulatory environment.

## **New Urbanist/Successful Urban Center Resources**

Bohl, Charles C. Place Making: Developing Town Centers, Main Streets, and Urban Villages. Washington DC: The Urban Land Institute, 2002.

This book discusses the new urbanist movement of walk-able mixed-use development of town centers and urban villages. The premise of the book is that suburban sprawl lacks a sense of place, and that planners are now beginning to focus on the concept of making place a focal point via a town center. Much of the book looks at new development or redevelopment, as opposed to refurbishing older town centers. However, this is also mentioned as a possibility for town centers. This is a helpful book to get some background on new urbanism and constructed town centers.

Bohl, Charles C. "The Return of the Town Center." Wharton Real Estate Review VII. Spring 2003.

In recent years, new town centers, main streets, and urban villages have attracted intense interest from the real estate development community, retail industry and planners. Urban "place making" -- via the mixing of uses within a pedestrian environment modeled after traditional town centers -- is not simply a

dream of urban designers and city planners but a marketable development concept that is increasingly being embraced by both the public and the private sectors. Whether modest village centers on the suburban fringe or bustling urban districts created on infill sites, main-street and town-center projects are making waves as promising new forms of real estate development.

Bucher, David C. "Case Study: Greyfields as an emerging smart growth opportunity with the potential for added synergies through a mix of uses". Real Estate Issues. 27:2, Summer 2002. Retrieved 6/1/2006. Website:  
<http://proquest.umi.com/pqdweb?did=274705021&sid=1&Fmt=4&clientId=8991&RQT=309&VName=PQD>.

Argues the case for cities to devote attention and resources to greyfield redevelopment. Bucher suggests that the multiple benefits of such redevelopment represent a synergy of benefits to the community in terms of enhanced livability and to the city in terms of future tax revenue, which stimulates further demand and increased property values.

Global Strategic Real Estate Research Group at Pricewaterhouse Coopers. "Greyfield Regional Mall Study." Congress for the New Urbanism. January 2001. Retrieved January 23, 2006. Website: [http://www.cnu.org/cnu\\_reports/Greyfield\\_Feb\\_01.pdf](http://www.cnu.org/cnu_reports/Greyfield_Feb_01.pdf)

This study identifies and describes characteristics of older economically obsolescent malls in the US, where redevelopment may be a prudent financial and social decision. The study estimates that 7% of regional malls may be "greyfields", with an additional 12% moving toward greyfield status. Greyfield malls are potential sites for redevelopment to high-density residential and mixed use.

Gogoi, Pallavi. "Bringing Community to the City." Business Week Online. February 2, 2006. Retrieved February 15, 2006. Website:  
[http://www.businessweek.com/innovate/content/feb2006/id20060202\\_200657.htm?campaign\\_id=aol\\_townships](http://www.businessweek.com/innovate/content/feb2006/id20060202_200657.htm?campaign_id=aol_townships)

Article about new urbanism and new mixed-use residential/commercial "mall-style" development, such as Atlantic Station in Atlanta and Reston Town Center in Reston, Virginia. Explains the pros and cons of the development and that this type of development is increasing dramatically.

Haughey, Richard. Higher Density Development: Myth and Fact. Washington DC: ULI, 2005. Retrieved May 15, 2006. Website:  
<http://www.uli.org/Content/ContentGroups/PolicyPapers/MFHigher010.pdf>

Recognizing the policy barriers to much high-density development, this publication addresses many fears and questions related to density by identifying many myths that cloud perceptions of dense development and instead providing facts.



Peirce, Neal. "Can Suburbia Develop Real Urban Centers?" Washington Post Writers Group. 2003. Retrieved February 6, 2006. Website:  
<http://www.postwritersgroup.com/archives/peir0210.htm>

This is an article that cites the findings of Charles Lockwood, that "the new town centers are outperforming standard, stand-alone suburban developments. They capture higher office and retail lease rates. They get higher prices for apartments or townhouses. They register higher retail sales and sales tax revenues. They record higher hotel room and occupancy rates. Plus, there's a "halo effect" of fast-rising nearby property values." This is very valuable research in that it shows that mixed-use town center walk-able development leads to successful urban centers.

Sobel, Lee. Greyfields into Goldfields: Dead Malls Become Living Neighborhoods. San Francisco: Congress for the New Urbanism, 2002.

Provides tools for redevelopers of "greyfields", obsolete retail mall areas. Emphasizes design, financing and municipal leadership factors. Provides six case studies for successful greyfield redevelopment.

Sobel, Lee. Greyfields into Goldfields: Greyfield Mall Characteristics. San Francisco: Congress for the New Urbanism, 2001.

CNU's greyfield study describes the characteristics of greyfields, and their prevalence nationally: 19 percent of the malls in America are dead or dying. As malls lose their value, communities are realizing the potential of new urbanist redevelopment. This study describes the potential for obsolete retail centers to become redeveloped as transit-oriented mixed-use developments. Produced by the Congress for the New Urbanism and PricewaterhouseCoopers.